



**Office of the Executive
Vice President and Provost**

University of Iowa
111 Jessup Hall
5 West Jefferson Street
Iowa City, Iowa 52242-1316
319-335-3565
Fax 319-335-3560

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Dan Clay
Dean, College of Education

Dear Dean Clay:

In accordance with University of Iowa policy, colleges are required to undergo a review at least every seven years and the Executive Vice President and Provost is responsible for organizing and directing the process and formulating conclusions.

An abbreviated review was completed for the College of Education that focused on the following questions:

Has the College of Education:

1. Developed metrics to gauge student success, and if so, what has been the outcome?
2. Audited the graduate programs and made adjustments based on demand?
3. Developed a sustainable financial plan to manage the Scanlan Center for School Mental Health?
4. Described and demonstrated the approach to transparent communication around the College of Education's budget?

Additionally, the Collegiate Review Committee identified three additional areas that merit attention:

1. Communication in general within the College of Education and between central College of Education administration and units of the College of Education
2. Stresses surrounding graduate student funding and support (especially international graduate students)
3. Role and importance of research in the College of Education

The Collegiate Review Committee examined the college's 2024 self-study and 2017 review report and conducted interviews with the College of Education's dean; associate deans; leadership team; DEOs; directors of centers and initiatives; faculty, staff, and student governance; and faculty across all tracks. Additionally, the committee met with university leadership and UICA representatives. The dean received the review report on

December 31, 2024 and was asked to review and respond with any factual errors. A response was submitted on January 10, 2025 providing several clarifications.

As is reflected in the review report, the Collegiate Review Committee acknowledged many strengths and identified opportunities to enhance the College of Education's mission and vision. After reviewing the committee's report and the College of Education's self-study and response, I have the following observations and recommendations.

The College of Education has a solid foundation, with a commitment to innovation and continuous improvement. Its leadership, faculty, and staff are dedicated to fostering student success, conducting high-quality research, and making a significant impact on both the campus community and state of Iowa. The college significantly contributes to the university's mission through its education, research, training, and service initiatives, extending its impact throughout the state of Iowa. Notable examples supporting this include:

- **National and International Recognition for Research:** The College of Education has achieved national and international recognition for its research endeavors. This recognition is a testament to the high-quality research conducted by its faculty and the strong support provided for writing grant applications. The college's commitment to research excellence not only enhances its reputation but also contributes to the advancement of knowledge in the field of education.
- **Highly Regarded Leadership Team:** The leadership team at the College of Education is highly regarded and known for being effective team players. Their collaborative approach and strategic vision have been instrumental in driving the college's success. The leadership's dedication to fostering a supportive and inclusive environment has created a culture of excellence and innovation.
- **Professional Development Opportunities:** The college offers ample opportunities for faculty and staff to participate in professional development. These opportunities are designed to enhance their skills, knowledge, and professional growth. By investing in the development of its faculty and staff, the college ensures that they are well-equipped to provide high-quality education and contribute to the college's mission.
- **Entrepreneurial Efforts and Innovative Programs:** The College of Education is entrepreneurial in its efforts to grow and expand its impact. It offers innovative programs that increase student enrollment and address critical needs, such as mental health, across the state, particularly in rural areas. These programs demonstrate the college's commitment to meeting the evolving needs of the community and preparing students for successful careers.
- **Infrastructure Improvements:** Significant infrastructure improvements have been made to create a welcoming environment for students, faculty, and staff. These improvements enhance the overall learning and working experience, making the college a more attractive and supportive place for all members of its community. The modern and well-equipped facilities reflect the college's commitment to providing a high-quality educational environment.

To enhance the College of Education's effectiveness in meeting its strategic priorities, I propose the following recommendations.

- Student Success: Clarify how student success data are collected, shared, and used. Develop collaborative and transparent mechanisms to ensure the data are useful and relevant to the unique needs of its programs while aligning with strategic goals. Transparently link metrics to actionable decisions, such as funding allocations and curriculum adjustments, and provide annual progress reports to foster accountability and continuous improvement.
- Communication: Develop and communicate clearer expectations and standards on decision-making processes and information sharing to ensure consistency across the college's unique entities.
- Graduate Programs: Improve communication about metrics for graduate programs and the impacts of not meeting those metrics, allowing runway for closure or improvement. Clarify mechanisms and processes for funding graduate students.
- Scanlan Center: Establish a clear set of core responsibilities for the center and implement budget forecasting to guide future operations. This will create a more cohesive and supportive environment, ensuring that center and college leadership are in alignment.
- Budget: Clarify how budget decisions are made and define how faculty and staff may contribute to those decisions. Establish regular updates to ensure understanding across all programs.
- Research: Strengthen the research culture through consistent communication on the value of research, including the important role of graduate studies in the research enterprise.

I ask that you work with the College of Education's leadership team to develop and implement plans to address the recommendations above and incorporate them into the collegiate strategic plan.

In conclusion, the College of Education has talented faculty and staff who are highly respected across campus. The college's commitment to student success will provide a foundation for moving the college forward as it meets its strategic goals and those of the university. I look forward to hearing updates during our regular meetings.

Sincerely,



Kevin C. Kregel, PhD
Executive Vice President and Provost

cc: Barbara Wilson, President
Lois Geist, Associate Provost for Faculty