

Office of the President Self-Study March 2024

I. Goals

As leader of the university community and its most visible representative to the public, the university president articulates the university's strengths, crafts a vision for its mission and goals, and promotes its aspirations. The president leads the university by strengthening its sense of community, nurturing its tradition of shared governance, marshaling support for its mission and aspirations, increasing public understanding of the university's importance to Iowa and the nation, and representing the university in positions of state and national leadership. Ultimately, the mission and organization of the Office of the President and the function of its staff are shaped by the leadership of the president herself.

Upon its founding in 1847, the University of Iowa was entrusted by the state legislature with a threefold mission of teaching, research, and public service. In pursuing that **mission** today, the university:

- Provides exceptional teaching and transformative educational experiences that prepare students for success and fulfillment in an increasingly global environment;
- Advances scholarly and creative endeavor through leading-edge research and artistic production; and
- Brings learning and discovery into the service of the people of the state of Iowa, the nation, and the world, improving lives through education, health care, arts and culture, and community and economic vitality.

The **vision** of the University of Iowa is that it will be the destination of first choice for a talented body of students, faculty, and staff with wide-ranging backgrounds and experiences, who will craft new chapters of exploration, discovery, creation, and engagement. Together, we will advance the university's standing as one of the most distinguished public universities in the country.

The president's **priorities** are reflected in the priorities of the university's strategic plan. In the 2022–27 strategic plan, those priorities are:

- Excellence in teaching and learning
- Innovative research and creative discovery
- Welcoming environment
- Holistic well-being and success
- Transformative societal impact

The president promotes the university and manages its welfare through **engagement** with the campus community, parents, prospective students and their families, patients, alumni, donors, university friends, the general public, the Iowa Board of Regents, governmental entities (including city and county officials, the governor, legislators, state agencies, and federal regulators and officials), and corporate and foundation officials.

II. Services and Programs

A primary responsibility of the president and the Office of the President is to support and engage with internal and external constituencies for the well-being and prosperity of the university.

Engagement with *campus constituents* is essential and robust.

With the university's strong tradition of **shared governance**, the president coordinates communication and decision-making with the President's Cabinet, Faculty Senate and Faculty Council, Staff Council, UI Student Government, Graduate and Professional Student Government, and Graduate Student Senate. The president meets regularly with leadership from each of the representative bodies and meets with the full organizations at least once annually. Orientations for new shared governance leaders are also coordinated through the office.

Campus leaders also provide advice and consultation through the **Budget Review Board and an annual retreat**. The Budget Review Board is a quarterly meeting of university leadership to discuss budget commitments and strategies for how the university utilizes its resources to accomplish strategic goals. The President's Leadership Retreat is held annually. The half-day retreat provides institutional leaders the opportunity to step away for the day-to-day responsibilities and examine issues and challenges that face higher education. Leaders then work together to consider possible solutions and opportunities for Iowa.

Aside from meetings and consultation with student government, the president engages with **students** in many ways throughout the year. Lunches, dinners, and receptions with students at the President's Residence are common. These involve celebratory events for such groups as scholarship winners and honors awardees, and selected groups of students for listening posts and conversations. As well, the president cosponsors and the office co-organize (with the Division of Student Life) the experiential President's Leadership Class, currently for sophomore students, to help facilitate leadership and team development.

The **President's Residence** is used throughout the year to host events for students as noted above, staff, faculty, donors, community members, and friends of the university. Approximately 60 events are held at the residence each year, hosting approximately 1,000 guests. In addition to the receptions, luncheons, and dinners that take place throughout the year, the president hosts a block party at the end of On Iowa! weekend. Traditionally, the gathering has been held the Sunday afternoon before the first day of the fall semester, at the President's Residence, where 5,000 first-year and transfer students are invited for a picnic dinner in the yard and in the street in front of the house. The location for the block party may change in the coming year to provide more space and shade, but it will continue to serve as the official welcome for our new students and one of the last events of the On Iowa! transition program.

One of the most important ways that the president stays in touch with this large and diverse campus is an **annual visit to each college**. This half-day visit gives the president an opportunity to share priorities, to meet with university community members in person, and to keep up to date on the achievements of faculty, staff, and students in the colleges.

Athletics plays a significant role in not only the education of our student-athletes but also the public engagement and reputation of the university. The president meets monthly with the athletics director, benefits from the work of the Presidential Committee on Athletics, and annually attends the fall NCAA compliance meeting with the Department of Athletics. In addition to these administrative activities, the president regularly attends practices, games, and meets of a broad spectrum of the university's intercollegiate teams, usually meeting with the student-athletes and coaches during these visits.

The university's engagement with the **Iowa Board of Regents** (BOR), the institution's governing body, is obviously of utmost importance. Aside from the president's own regular interactions with board members, the board office, and the board as a whole, the Office of the President coordinates campuswide engagement with the BOR. The university hosts one or two board meetings a year, which are planned and coordinated by the office.

As a public institution, the university engages with **governmental entities** regularly. The Office of the President and the Office of Governmental Relations coordinate engagement with state and federal officials for campus community members as well as the president. The president meets and communicates frequently with state legislators in their home districts, the governor, the state's federal delegation, and other government officials. Members of the state and federal government make frequent visits to campus, and the Offices of the President and Governmental Relations host and coordinate those as well. The president also participates in the annual Hawkeye Caucus events in Des Moines and Washington, DC, which allow university

students, faculty, staff, and leaders to interact with and present information to governmental leaders.

Donors, alumni, and friends play a significant role in the support and well-being of the university. In partnership with the UI Center for Advancement (UICA), the president engages in an active schedule of engagement with these important members of the greater university community. The President's Residence is a major site for such engagement, with a busy schedule of receptions, luncheons and dinners, celebrations, and private meetings, supported and organized by Office of the President staff. Athletics is an especially important venue for this type of constituent engagement, and the office and UICA organize and host numerous on-campus receptions and game-day events throughout the year as well as special gatherings at significant off-campus events such as tournament and championship games. The president also engages in a vigorous schedule of outreach receptions and educational events, both throughout the state and across the country. These off-campus events are also accompanied by private visits between the president and major and prospective donors.

III. Staffing

The Office of the President is comprised of staff members who support the president's endeavors on behalf of the university. Areas of staff duties and expertise including advising the president, direct administrative support to the president, writing and editing in support of the office and the president, office administration and support, event planning and organization, special projects and initiatives (e.g., the President's Leadership Class, the annual Presidential Lecture, the UI's booth at the Iowa State Fair, the UI presence on the annual RAGBRAI bicycle race), management of the President's Residence, budget and finance, IT support, and human resources. The University of Iowa and Office of the President organizational charts are included below:



UI Office of the
President - Instituti



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Chart Aug 2023.pdf

Office staff meet market salaries. Staff engage in ongoing training as needed and desired, and all staff members are currently up to date on university compliances.

The Office of the President staffing is currently sufficient, and there are no plans for future expansion at this time.

IV. Resources

The FY24 annual General Education Fund budget for the Office of the President is \$3.2 million dollars.

In addition to the efficient operation of the office itself, the resources of the Office of the President are dedicated to **fulfillment of the strategic plan**, which reflect the president's priorities. The president and provost make final determinations regarding annual expenditures from the Institutional Opportunity Fund and the P3 allocations. Those priorities are:

- Excellence in teaching and learning
- Innovative research and creative discovery
- Welcoming environment
- Holistic well-being and success
- Transformative societal impact

Donor engagement is essential to meeting the goals of the university and the strategic plan, and it is one of the most important activities of the president. Appropriate office resources, with support from the UI Center for Advancement, are dedicated to such donor engagement activities as travel and campus hosting of receptions and other events.

The **facilities** used for the operation of the Office of the President currently include office space in Jessup Hall—an office suite with a conference room and several office spaces outside the suite—and the President's Residence. Current facility needs that are being addressed are the expansion of the conference room, which is often too small for meetings that occur there, and streamlined, more secure access to the first-floor office suite.

V. Internal and External Evaluation

The **Higher Learning Commission (HLC)** is the **institutional accreditor** for the University of Iowa. The HLC's five criteria are mission; ethical and responsible conduct; quality, resources, and support for teaching and learning; evaluation and improvement of teaching and learning; and institutional effectiveness, resources, and planning. The university's last Reaffirmation of Accreditation occurred in 2019, and the next Reaffirmation of Accreditation is scheduled to take place in 2028–29.

In addition to its oversight of the university as a whole, the **Iowa Board of Regents (BOR)** conducts the **performance evaluation of the president**. This evaluation occurs annually with a midyear review.

The **president** conducts annual performance evaluations of her **direct reports**. The direct reports are:

- Executive vice president and provost
- Senior vice president for finance and operations
- Vice president for research
- Vice president for student life
- Vice president for medical affairs and dean of the Carver College of Medicine (dual report to the executive vice president and provost)
- Vice president for legal affairs and general counsel
- Senior advisor to the president and vice president for external relations
- Senior advisor to the president and associate vice president for administrative affairs
- Director of athletics
- Ombudsperson

Performance evaluations of the **Office of the President staff members** are conducted annually by the **senior advisor to the president and associate vice president for administrative affairs**.

VI. Relationships with Other Offices

The effective operation of the university depends on the president's relationships with other internal and external offices. These include the following:

Cabinet members and their offices. The current President's Cabinet consists of:

- Executive vice president and provost
- Senior vice president for finance and operations
- Vice president for research
- Vice president for student life
- Vice president for medical affairs and dean of the Carver College of Medicine
- Vice president for legal affairs and general counsel
- Senior advisor to the president and vice president for external relations
- Senior advisor to the president and associate vice president for administrative affairs
- President and CEO of the UI Center for Advancement
- Director of athletics
- Associate vice president for enrollment management
- Chief financial officer and treasurer

Community partners. The university enjoys excellent town–gown relations, and that is due in large part to good relationships with community partners. These are especially important given the major presence of this large university in a small city, the large student population living off-campus, and the university’s proximity to and integration with the city’s downtown. University administrative leaders conduct a monthly check-in meeting with the City of Iowa City’s governmental leaders to discuss mutually important issues. The university also maintains strong relationships with its city partners in Coralville, where the UI Research Park is located, and North Liberty, where a new UI Health Care campus is being built. As a major driver of the community’s economy and population, the president and/or other university leadership often maintain a presence with such organizations as the Iowa City Downtown District, Greater Iowa City Inc. (the newly merged Iowa City Area Development [ICAD] and Iowa City Area Business Partnership [ICABP] organizations), Think Iowa City (the Iowa City/Coralville Area Convention and Visitors Bureau), the United Way of Johnson and Washington Counties, and CommUnity Crisis Services, the latter with which the university recently engaged in creating a 24/7 phone/text/chat for UI students and now available to faculty and staff as well.

Board of Regents Office. The Iowa Board of Regents (BOR), as the university’s governing body, oversees and approves some of the most significant aspects of the university’s operations, including reviewing and approving academic programs; approving budgets, tuition and fees, bonding, investment policies, and other business and finance matters; managing and controlling property and capital projects; maintaining oversight on matters related to personnel and employment relations; among others. As well, the BOR has its own strategic plan that affects the university’s own goals and activities. The president and the Office of the President thus need to maintain strong lines of communication and positive relationships with board members and BOR office staff.

BIG10. As a member of the BIG10, the university collaborates with and participates in activities with its fellow institutions and the overarching organization, predominantly through the Big Ten Conference (athletics) and the Big Ten Academic Alliance. The president is a member of the Big Ten Council of Presidents and Chancellors.

AAU/APLU. As a nationally prominent public research university, the UI maintains membership in the prestigious Association of American Universities (AAU) and Association of Public and Land-grant Universities (APLU). The president regularly attends meetings of these organizations and often participates in initiatives, panels, and symposia sponsored by them. A recent example is participation on a panel entitled “Navigating Complexities at the State and Local Levels” at the June 2023 APLU Summer Council of Presidents Meeting.

VII. Strategies for Improvement

As with any effective leader and strong organization, improvement is always a goal. Areas that are being looked at for improvement include the following:

- Strengthening training/onboarding of direct reports and shared governance leaders
- Sharpening our campus-level interdisciplinary research foci
- Increasing federal and corporate funding
- Continuing to work with state on partnerships (rural health initiative)
- Launching campuswide initiative on civic dialogue
- Enhancing unit and departmental understanding of campus budgeting process