

# **IOWA**

**Office of the Provost Review Self-Study  
April 2025**

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## 1. Goals.

The Office of the Executive Vice President and Provost (Office of the Provost) provides academic leadership to the University of Iowa. Its fundamental mission is to champion innovation and excellence in teaching, research, creative production, and service.

Embracing the five priorities established in the university's [strategic plan for 2022-2027](#), the Office of the Provost focuses on Excellence in Teaching and Learning, Innovative Research and Creative Discovery, Welcoming Environment, Holistic Well-Being and Success, and Transformative Societal Impact. The various units within the office contribute significantly to the success of the strategic plan. Several members of the Office of the Provost leadership team serve on the [Strategic Plan Action and Resource Committee](#) (SPARC), which is charged with advancing the plan. Focus areas within the office are aligned with the strategic plan, and decisions regarding resource investments are based on that alignment.

Committed to supporting the university's students and faculty, the Office of the Provost provides resources, guidance, and opportunities for growth. These efforts promote an environment where students can thrive academically and personally, and where faculty can excel in their teaching, research, and creative endeavors.

*Please see Appendix A for the Office of the Provost Organizational Chart.*

*Please see unit worksheets in Appendices C-M for a description of each unit, its activities, and organizational chart.*

## 2. Services and programs. *What services and programs are offered by the office? How effective are these programs and services and how was that determination made? What are their strengths and weaknesses? How do these activities support academic programs and relevant teaching or research missions?*

*Please see unit worksheets in Appendices C-M for examples of services and programs within each unit.*

The Office of the Provost offers a wide range of services and programs that support student and faculty success. These initiatives are designed to foster innovation and collaboration across campus, and to complement existing efforts without duplication. Activities are closely aligned with the university's mission and strategic plan. Investments in existing and new initiatives are thoughtfully considered based on data review, landscape analysis, and feedback from stakeholders, ensuring resources are used efficiently, effectively, and strategically.

Since summer 2020 with the transition to Provost Kregel, the Office of the Provost has achieved several notable successes that reflect the office's commitment to fostering a thriving academic environment and enhancing the overall university experience for students and faculty.

*Student success:* The Office of the Provost is committed to fostering an environment where students can achieve their full potential. Through a variety of programs and initiatives (with examples listed below), the office supports students from their first year through graduation, ensuring they have the resources and opportunities needed to succeed academically.

The achievements below, including the programming for students, position the university well to meet any future challenges, ensuring continued growth and success:

- Achieved record undergraduate first- to second-year retention rates, improving from 85.9% for the fall 2018 cohort to 90.4% for the fall 2023 cohort.
- Set new records for four-year graduating rates, increasing from 56.0% for the fall 2015 cohort to 63.6% for the fall 2020 cohort.
- Set new records for six-year graduating rates, increasing from 72.4% for the fall 2013 cohort to 74.6% for the fall 2018 cohort.
- Increased undergraduate student enrollment numbers significantly:
  - Fall 2023: 22,130 (incoming class 5,064)
  - Fall 2024: 22,738 (5,208 incoming first-year students, third-largest class in the University of Iowa's history)
  - Fall 2025: Anticipating 5,375-5,425 first-year students
- Developed and expanded innovative programming for students, including:
  - First-Gen Hawks Program: This program provides coaching, mentoring, and experiential learning opportunities to new first-generation students. Students in this program achieve one-year retention rates that are comparable to or better than those of all first-year students in their cohort.
  - Small-Town and Rural Students (STARS) College Network: This program enhances access for rural students, helping them enroll and succeed in college. The University of Iowa is one of only 16 universities selected for this prestigious network.
  - John Deere Scholars Program: A need-based pipeline program that prepares Davenport Community high school students for the University of Iowa. It provides scholarships for 20 qualifying seniors per year, covering 90% of the cost per year for four years toward degree completion for students who remain eligible each year. The first cohort will begin in fall 2025.

*Faculty success:* The Office of the Provost is dedicated to fostering an environment where faculty can thrive. The office has implemented several new programs and initiatives to support faculty in their teaching, research, and service roles, and ensure they have the resources and opportunities needed to excel in their fields. These efforts are designed to attract, retain, and recognize outstanding faculty members.

Examples of strategic partnerships and targeted support include:

- High Impact Hiring Initiative (HIHI): A program designed to support colleges in their strategic recruitment and retention of faculty.
- Mid-Career Faculty Scholars Award: Recognizes and supports mid-career faculty who have demonstrated excellence in their fields.
- Distinguished Faculty Award: Honors faculty members who have made significant contributions to their disciplines and the university.
- Transformational Faculty Hiring Program: Attracts and retains top-tier faculty members who can drive innovation and excellence across campus.
- [External Awards and Recognition Office](#): Supports faculty in pursuing awards and honors from organizations outside the university. The office partners with faculty, departments, and colleges to elevate faculty profiles on a national and international scale, providing opportunities for faculty to enhance their scholarly reputation, garner additional funding, and expand the impact of their

work. Highly prestigious faculty awards are a key metric of AAU membership. This is an example of a successful partnership between the Office of the Provost, the Office of the Vice President for Research, and colleges.

*Academic Excellence and Programming:* The Office of the Provost plays a pivotal role in advancing academic excellence and enriching programming at the University of Iowa. The office ensures academic programs are innovative, inclusive, and aligned with the university's mission. This may include administrative restructuring to better support academic goals.

Recent efforts aimed at fostering a dynamic academic environment that promotes high-quality education include:

- Created the [Office of Performing Arts and Engagement](#), with Hancher Auditorium reporting to the Office of the Provost, to enhance the integration of performing arts into the academic experience.
- Moved the [Pentacrest Museums](#) from the Office of the Vice President for Research to the Office of the Provost, strengthening its connection to academic programming and enhancing its educational impact.
- Transferred the [Center for Teaching](#) from Information Technology Services to the Office of the Provost to better reflect the university's commitment to excellence in teaching and learning.
- Led the development of the [University of Iowa's 2022-2027 Strategic Plan](#) and continues to oversee its implementation and evaluation. This involves setting clear goals, soliciting campus feedback, monitoring and reporting progress, ensuring alignment with the strategic plan of the Iowa Board of Regents, and making adjustments as needed to ensure the university remains on track to achieve its objectives.

Recognizing the need to identify funding to support the strategic plan, the university prioritized funding through the endowment established with the proceeds from the creation of a public-private partnership (P3) with ENGIE North America and Meridiam. Through the UI Strategic Initiatives Fund, funds from that endowment—an expected \$15 million annually—are available to allocate toward strategic initiatives in support of the strategic plan.

The provost chairs the SPARC that provides recommendations for allocating these funds, taking a three-pronged approach: an annual campuswide call for proposals, timely support for strategic plan initiatives throughout the year, and directing funds to campus projects of high strategic importance. Additionally, SPARC is charged with implementing the strategic plan through its work groups. The Office of the Provost oversees coordination of all SPARC meetings and workgroups, review processes, and communications.

*Building the Academic Leadership Team:* The Office of the Provost is dedicated to cultivating a strong and dynamic academic leadership team that can effectively guide the university towards its strategic goals. By recruiting and integrating talented leaders across various colleges, the office ensures the university is well-positioned to address evolving challenges in higher education.

Over the past five years, seven new deans have been hired and integrated into the Council of Deans:

- Denise Jamieson, Vice President for Medical Affairs, and Dean, Carver College of Medicine
- Jill Kolesar, College of Pharmacy
- Amy Kristof-Brown, Tippie College of Business
- Ann McKenna, College of Engineering
- Sara Sanders, College of Liberal Arts and Sciences

- Clark Stanford, College of Dentistry
- Amanda Thein, Associate Provost for Graduate and Professional Education and Dean, Graduate College

A primary responsibility of the provost and the Office of the Provost is to support and engage with internal and external stakeholders to advance the university's mission, vision, and goals. This involves fostering strong relationships and open communication channels with various groups across campus. By actively collaborating with these stakeholders, the Office of the Provost ensures that the university's strategic initiatives are well-aligned with the needs and aspirations of the broader community.

Examples of ways the office provides such support include:

- *Iowa Board of Regents*: The provost assumes primary responsibility for communicating with the Iowa Board of Regents regarding all academic matters for the university. The provost is a member of the Council of Provosts and the Academic Affairs Committee and advocates for the university's academic requests, such as creation, elimination, or modification of departments, degree programs, and centers; administrative reorganizations; and tuition and academic fee requests. The Office of the Provost collects, analyzes, and reports to the Board on a wide range of institutional data, including faculty promotion and tenure, faculty appointments, and student enrollments.
- *President's Cabinet*: The provost is a member of the president's cabinet and provides advice and counsel to the president on all strategic and operational matters.
- *Council of Deans*: The provost convenes collegiate leaders on a regular cadence (generally every two weeks) to provide input on issues such as strategic initiatives, resource allocation, and policy development. This group also convenes to work on special initiatives as needed.
- *Budget Review Board*: The provost co-chairs the Budget Review Board (BRB), which meets quarterly to discuss budget commitments and how best to use university resources in alignment with strategic goals. The BRB comprises vice presidents, deans, shared governance presidents, and other leaders across campus.
- *Shared Governance*: The provost meets regularly with faculty, student, and staff shared governance leadership. These interactions ensures broad perspectives are considered in decision-making processes, fostering a sense of community and shared responsibility.
- *Provost Administrative and Leadership Teams*: The administrative and leadership teams within the Office of the Provost meet on a regular schedule and provide essential support to the provost and the university's academic operations. These teams work on policy development, resource management, and strategic planning to promote the smooth functioning of academic programs.
- *University Accreditation*: The Office of the Provost is responsible for ensuring the university maintains accreditation by the Higher Learning Commission and remains in compliance with its criteria.
- *Specialized Accreditation*: The Office of the Provost provides support to units throughout their accreditation processes. This entails guidance on meeting standards and criteria, providing best practices in completing self-studies and organizing site visits, and reviewing materials to ensure they align with university policy and state and federal law. Additionally, the Office of the Provost reports to the Iowa Board of Regents on accreditation status.
- *Academic Space Management*: Effective space management is critical to supporting the university's academic and research missions. The provost oversees the allocation and utilization

of academic space (e.g., classrooms, offices, and research labs), ensuring facilities are used efficiently and meet the needs of students and faculty.

- *Philanthropy*: The provost works closely with the president and with the University of Iowa Center for Advancement to help secure philanthropic support for academic programs and initiatives. This includes identifying funding opportunities, cultivating donor relationships, and managing gifts to maximize their impact.
- *Strategic Partnerships*: Establishing collaborations between private organizations and K-12 community school districts to create pipeline programs for high school students to attend the University of Iowa is an ongoing initiative of the university. An example of a successful partnership is the [John Deere Scholars Program](#).
- The Office of the Provost sponsors special initiatives to explore innovative ideas and opportunities to enhance its academic mission. While these begin as short-term initiatives, they often result in successful long-term implementation. For example, the performing arts initiative bridged Hancher and the College of Liberal Arts and Sciences Departments of Dance, Music, and Theatre to create a new entity, [Performing Arts at Iowa](#). This model has proven to be highly successful, with positive impacts on student learning, financial outcomes, and community engagement.

*See question 5 regarding internal and external evaluation of Office of the Provost services and programs for additional examples and more detailed information.*

**3. Staffing.** *Is the staff appropriately compensated and trained? Is the current staff adequate to provide the programs and services of the office? What are future staffing plans?*

*Please see Appendix A for Office of the Provost Organizational Chart.*

*Please see unit organizational charts in Appendices C-M.*

The Office of the Provost comprises staff members who support the executive vice president and provost, associate provosts, and unit leaders as they work to advance the university's academic mission. Each area within the office is made up of highly skilled and experienced leadership and staff who have the expertise needed to carry out these responsibilities.

The Office of the Provost's human resources team supports all employment-related issues, including recruitment, onboarding, career development, professional development, staff recognition and rewards, conflict management, and offboarding. Supervisors are encouraged to support career and professional development of their staff and to utilize recognition and reward programs offered by the university. Staff are trained to meet the demands of their roles, and compensation is reviewed periodically to ensure alignment with Big 10 peers. The Office of the Provost maintains a lean but talented, efficient, and flexible workforce.

## 4. Resources.

### 4.a. What is the budget for the office? What priorities govern the allocation of budget resources administered by the office?

The FY2025 budget for the Provost Org (Org 02) is as follows:

	General Education Funds	Non General Education Funds	All Funds
Operations	\$ 36,485,478	\$ 19,231,065	\$ 55,716,543
Student Financial Aid Scholarships	\$ 81,216,529	\$ 30,665,000	\$ 111,881,529
<b>Total</b>	<b>\$ 117,702,007</b>	<b>\$ 49,896,065</b>	<b>\$ 167,598,072</b>

- \$36,485,478 in General Education Funds for Provost Org departments
- \$81,216,529 in General Education Funds for Student Financial Aid Tuition Set Aside Scholarships
- \$19,231,065 in Non-General Funds for Provost Org departments
- \$30,665,000 in Non-General Funds for Student Financial Aid Scholarships

See Appendix B for further budget details.

Annually, the Office of the Provost communicates to its departments if there will be any changes to recurring GEF allocations. For example, in the recent past the office has allocated funding to all departments to help offset the cost of annual salary increases. If there are no changes to recurring GEF allocations, departmental budgets remain unchanged from the prior fiscal year. The Office of the Provost budget management team works with each department director to review both GEF and non-GEF funding, formulating budget and expenditure estimates for the upcoming fiscal year. The budget management team finalizes budgets and salary increments within the university’s budget and salary setting applications.

The Office of the Provost manages resource pools to fund strategic initiatives both within Org 02 units and in support of academic initiatives across the university (as noted in item 4.b.). There are occasions when the Office of the Provost provides funding to individual colleges to support specific academic needs.

Examples of support within the Office of the Provost from prior fiscal years include:

- Enrollment Management (Admissions): recurring recruitment and operational support
- Academic Advising: support half of the cost to increase advisors’ starting base salaries to market levels
- Departmental market adjustments, promotions, and retention offers for areas with no flexibility in their budgets to support those increases (Outreach & Engagement, Center for Teaching, Pentacrest Museum, Stanley Museum of Art, Provost Administration, Admissions, Enrollment Management)
- July 1<sup>st</sup> salary increases for Org 02
- Center for Teaching non-recurring programming support

**4.b. What have been the changes in the budgetary support for the office in recent years?**

Over the past several years, the Provost Org has acquired several new departments (and their budgets). In FY2020, the former Division of Diversity, Equity, and Inclusion's Center for Diversity and Enrichment, Diversity Resources, and Equal Opportunity and Diversity were transferred to Org 02. In FY2021, select staff from the Division of Student Life were transferred to merge with the former Office of Equal Opportunity and Diversity to form what became the Office of Institutional Equity (now the Office of Civil Rights Compliance). The Office of Civil Rights Compliance has since been transferred to the Office of the President. In FY2023, the Pentacrest Museums and Hancher Auditorium were added, and in FY2024 the Center for Teaching moved to the Org.

Examples of support from central administration include five years of funding for Hancher from the Institutional Opportunity Fund, and recurring funding for Admissions after the student application fee was increased in FY2023.

In FY2021 and FY2022, the Office of the Provost provided support to colleges to help offset an increase in tenure track promotional raises. The office funded 50% of the new increment for promotion to professor and associate professor, totaling \$74,700 in FY2021 and \$76,550 in FY2022. In FY2022 the office also provided \$300,000 in recurring funding to the Stanley Museum of Art for additional staff when the new museum building opened

The Office of the Provost has received P3 funding to support initiatives across campus:

- FY2021
  - \$4.25M for High Impact Hiring
  - \$350K for IowaRISE (transforming experiential research and education)
  - \$300K for Undergraduate STEM (transforming undergraduate introductory STEM courses at UI)
- FY2023
  - \$477,960 for Excellence in Teaching and Learning (developing a set of effective strategies for course and curriculum innovation)
  - \$7.5M for High Impact Hiring
  - \$2M for Post Tenure Faculty Support (support for mid-career faculty)
- FY2024
  - \$5M for High Impact Hiring
- FY2025
  - \$105K for Curricular Analytics (identifying and addressing bottlenecks to improve student retention and timeliness to degree)
  - \$132K for Excellence in Teaching Faculty Cohort (investing in the development of teaching practices for student and faculty success)
  - \$237K for Scholarship of Teaching and Learning (advancing faculty and student success through building a culture of scholarship of teaching and learning)
  - \$200K for Undergraduate Major Helping Professions (developing a new undergraduate major to create a helping professions framework to cultivate student interest and enrollment and meet workforce needs)
  - \$4.48M for High Impact Hiring

The Office of the Provost has taken on multiple university-wide initiatives over the past several years, including monitoring and awarding several P3 initiatives involving faculty. The office is the awarding

unit for the High Impact Hiring Initiative and for Post Tenure Faculty Support funding. Office of the Provost staff put out the call for awards and follow up to monitor how funds have been spent. The office also leads the university's strategic planning efforts, devoting staff resources to manage all aspects of developing and implementing the university's strategic goals.

The Office of the Provost provides support and programs for the colleges to aid in the retention and hiring of high-performing faculty. In recent years, the provost-controlled Lottery Chairs have undergone a transformation that has included increasing the number of chairs available and strategically redistributing them to key academic areas. A pool of resources has been created that can be used for startup and/or research needs of these faculty, making offers more competitive and attractive.

#### **4.c. Are administrative costs allocated appropriately?**

The Office of the Provost reviews departmental budgets on an annual basis. Newly allocated funds (when available) are distributed strategically at the unit and organizational levels.

#### **4.d. Are Facilities adequate? In general, what new resources are needed to effectively conduct the office's core responsibilities?**

Office of the Provost units can be differentiated by those that primarily interact with students and the community versus those that are primarily administrative. Facilities that house units with student services should help to attract and retain students by providing a positive campus experience. These facilities often overlap with spaces heavily used by visitors from across the state of Iowa, the country, and the local community, and are prioritized to create a welcoming environment.

Facilities used by Provost Org units that primarily interact with students and the public include:

- Hancher Performing Arts Center
- University Capitol Centre
  - International Programs
  - Student Financial Aid
  - Enrollment Management – Admissions
  - Office of Community Engagement
  - Registrar's Office
  - Center for Teaching
- Stanley Museum of Art
- McBride Hall and Old Capitol
  - Pentacrest Museums
- Pomerantz Center
  - Enrollment Management – Admissions
  - Academic Advising Center
  - Career Center

Administrative spaces are in Jessup Hall, Calvin Hall, and Van Allen Hall, and include the Office of the Provost, University College, and Information Technology Services (ITS) administrations; and the Office of Assessment. While these spaces are primarily office spaces and do not require significant new resources, the office does assess needs on a regular basis to ensure space is being used effectively and staff needs are met. For example, the Provost Office Administration space was

recently updated to include expanded safety measures in its main entry, and office spaces in Jessup Hall are being updated and reassigned to better meet staffing needs.

ITS works closely with all units within the Office of the Provost and across campus to ensure adequate IT needs are provided within facilities.

**5. Internal and external evaluation.** *What are the procedures used by the office for the review and evaluation of the office and its staff? What is the timetable for such reviews?*

Office of the Provost services, programs, and staff—and the academic mission they support—are reviewed and evaluated in various ways, including:

*University accreditation:* The University of Iowa is accredited by the Higher Learning Commission (HLC). HLC's process follows a 10-year cycle, which includes regular monitoring, a virtual Assurance Review in year 4, and a Comprehensive Review with a site visit in year 10. The next Comprehensive Review is scheduled for 2028-2029. This accreditation is primarily focused on the university's academic functions.

*University strategic plan:* The university's strategic plan is reviewed internally (within the Office of the Provost) on a quarterly basis and by the Board of Regents on an annual basis.

*P3 Program:* The P3 Program is reviewed internally on an annual basis, and quarterly reports are provided to the P3 Strategic Initiative Fund Board.

*Office of the Provost:* In accordance with UI policy, the Office of the Provost should be reviewed every seven years by the Faculty Senate.

*Unit reviews:*

- The provost may initiate ad hoc reviews of units within the broad Office of the Provost organization. Examples include an ad hoc review of the Office of Community Engagement in 2019 and a recently initiated ad hoc review of the Grant Wood Fellows program.
- The following unit reviews are conducted every seven years:
  - Stanley Museum of Art; most recent review in 2019
  - University Libraries; most recent review in 2020
  - International Programs; most recent review in 2025
- Plans are underway to develop a multi-year review structure and schedule for all units within the Office of the Provost, which will include a mechanism to receive internal and external feedback that aligns with [UI Policy Manual II.28](#).

*Hancher Auditorium:* The [Hancher Auditorium Committee](#) serves to advise and provide feedback to the director of Hancher.

*ITS:* The [Information Technology Advisory Committee](#) advises on present and future IT needs across campus and provides a forum for faculty, staff, and students to ask questions and share recommendations concerning university computer policies, services, and development.

*University Libraries:* The [University Libraries Committee](#) advises the university librarian on library collection, service, and facility issues.

*Office of Community Engagement:* The university holds a Carnegie Elective Classification for Community Engagement. The application for the elective classification requires extensive data and information gathering, which helps guide the work of the office as it engages across campus and with its community partners.

*Provost:* The provost undergoes annual performance review by the president.

*Associate provosts and unit leaders:* Associate provosts and unit leaders undergo annual performance reviews by the provost in accordance with [UI Policy Manual II.28](#). Additionally, the provost has established a five-year leadership review schedule for the director of the Stanley Museum of Art (most recent review in 2022-23) and the university librarian (most recent review in 2022-23). Plans are underway to develop a multi-year review structure and schedule for all unit leaders within the Office of the Provost, which will include a mechanism to receive internal and external feedback.

*Staff:* Staff members undergo annual performance reviews by their supervisors in accordance with UI policy.

**6. Relationships with other offices.** *How does the office interact with other offices internal and external to the university? Does it maintain effective communications, cooperation, and coordination? Is there duplication or overlap in functions and responsibilities?*

*Please see unit worksheets in Appendices C-M for examples of relationships with other offices.*

The office maintains robust interactions with various internal and external stakeholders to ensure effective communication, partnerships, and coordination.

These include the following:

- *Office of the President:* Communicates regularly to ensure strategic alignment on program development and implementation.
- *Office of the Vice President for Research:* Works together to align faculty and student success initiatives, space management, strategic planning, and compliance with federal regulations.
- *University of Iowa Center for Advancement:* Partners on various academic support-related philanthropy projects and strategic planning.
- *Division of Student Life:* Collaborates extensively to enhance student experiences and support services that promote student success.
- *Shared Governance:* Meets regularly with shared governance leadership to ensure an array of perspectives are informing the development and implementation of university-wide policies and initiatives.
- *Colleges:* Provides guidance to and receives feedback from colleges on policy development and implementation as well as coordinates to ensure alignment of collegiate programs with the university's strategic goals.
- *University of Iowa Health Care:* Works together to coordinate on health-related educational programs and service to the state.

- *Finance and Operations*: Partners on resource allocation to support academic activities, including space management and infrastructure projects.
- *Office of General Counsel*: Consults on legal matters to ensure compliance and mitigate risks.
- *Athletics*: Collaborates on student-athlete academic support and university-wide initiatives.
- *Office of Strategic Communications*: Partners on communication strategies to promote university achievements, initiatives, and policies.
- *Big Ten Academic Alliance (BTAA)*: The provost and associate provosts engage in collaborative projects and initiatives with peer institutions, including fellow members of the BTAA. The provost currently serves on the Executive Committee of the BTAA Board of Directors.
- *Iowa Board of Regents*: Coordinates with the Board and with other Regent institutions on policy development and implementation to align with state priorities.
- *Association of American Universities (AAU)/Association of Public and Land-grant Universities (APLU)*: The University of Iowa is a member of the prestigious AAU and APLU organizations. The provost engages actively with the AAU Chief Academic Officers group, and currently serves as a member of their steering committee. The associate provosts also engage with their respective counterparts. This allows for participation in national discussions and initiatives to advance higher education.

**7. Strategies for improvement.** *What areas of the office’s performance are most in need of improvement? How does the office intend to improve its performance?*

The Office of the Provost has a broad portfolio and continuously looks for ways to be more effective and efficient, while maintaining the ability to quickly and strategically adapt to changing circumstances and emerging opportunities. Over the next two years, the Office of the Provost will lead campus efforts to develop the next iteration of the university strategic plan. This campuswide effort will identify areas of opportunity for the office to consider expanding as well as services and programs the office might consider sunsetting as it continues the effort to address the university’s strategic priorities.

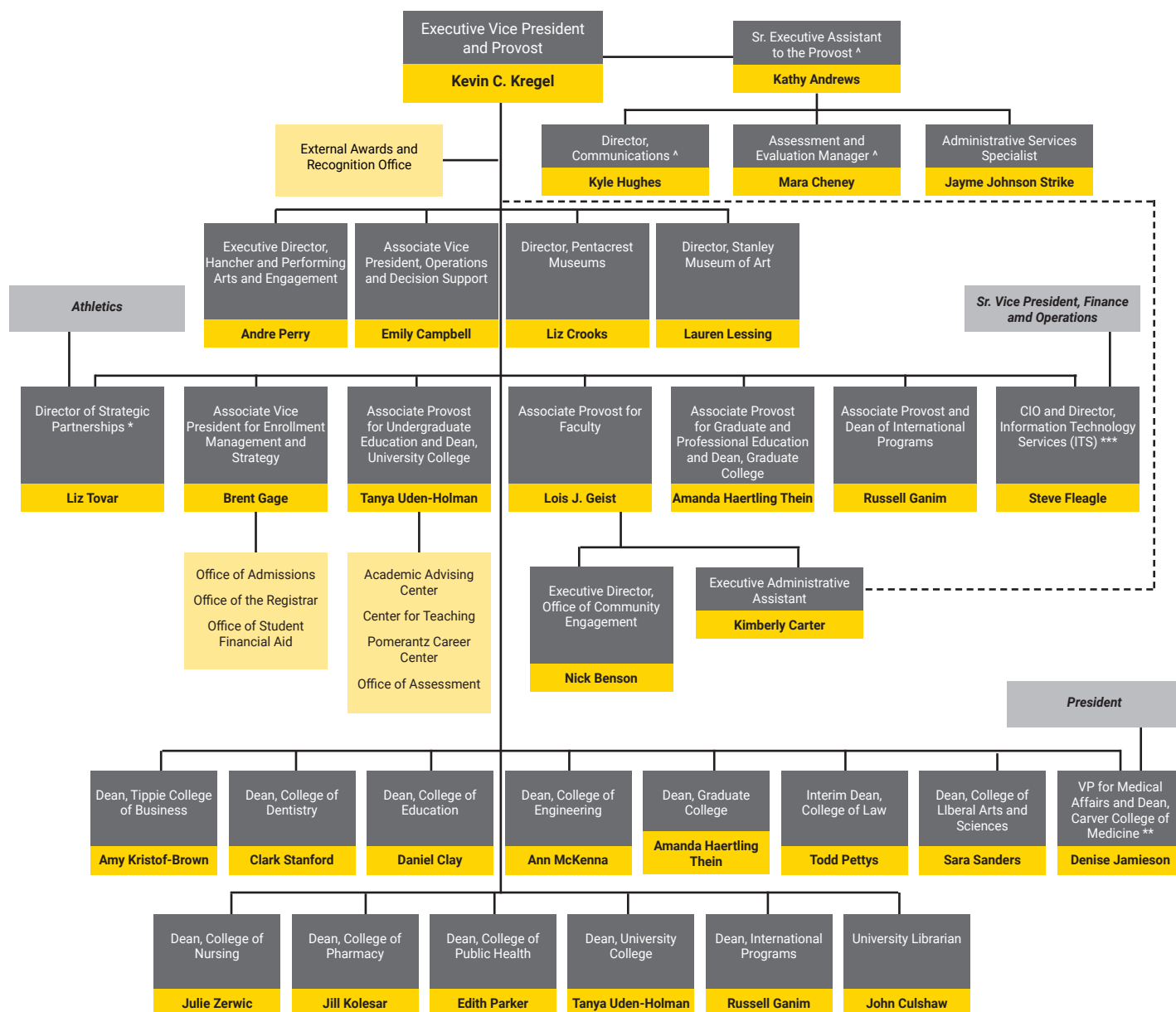
The following have been identified as potential areas of growth and improvement:

- Continue to partner with campus experts to identify opportunities for expanded partnership with the state (e.g., the Rural Health Steering Committee).
- Identify creative communication strategies to promote the successes of the university’s strategic plan initiatives to campus constituents and the general public.
- Create a multi-year review structure and schedule for Office of the Provost units and unit leaders, including a mechanism to receive internal and external feedback.
- Continue to develop strategies to adapt to changing enrollment patterns.
- Continue to be innovative in seeking ways to generate revenue for the university and colleges, including new majors to meet workforce needs in the state and beyond and new methods for delivering education to students to meet their needs.

# OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

→ [PROVOST.UIOWA.EDU](http://PROVOST.UIOWA.EDU)

## Organizational Chart



^ External Awards and Recognition Office  
 \* also reports to Athletics  
 \*\* also reports to the President  
 \*\*\* also reports to the Senior Vice President for Finance & Operations

## Appendix A

### Office of the Executive Vice President and Provost

#### Organizational Chart (Text Only) – 3/27/25

- Executive Vice President and Provost – Kevin C. Kregel
  - Sr. Executive Assistant – Kathy Andrews (member of the External Awards & Recognition Office)
    - Director, Communications – Kyle Hughes (member of the External Awards & Recognition Office)
    - Assessment & Evaluation Manager – Mara Cheney (member of the External Awards & Recognition Office)
    - Administrative Services Specialist – Jayme Johnson Strike
  - External Awards & Recognition Office
  - Executive Director, Hancher and Performing Arts & Engagement – Andre Perry
  - Associate Vice President, Operations & Decision Support – Emily Campbell
  - Director, Pentacrest Museums – Liz Crooks
  - Director, Stanley Museum of Art – Lauren Lessing
  - Director of Strategic Partnerships – Liz Tovar (also reports to Athletics)
  - Associate Vice President for Enrollment Management & Strategy – Brent Gage
    - Office of Admissions
    - Office of the Registrar
    - Office of Student Financial Aid
  - Associate Provost for Undergraduate Education & Dean, University College – Tanya Uden-Holman
    - Academic Advising Center
    - Center for Teaching
    - Pomerantz Career Center
    - Office of Assessment
  - Associate Provost for Faculty – Lois J. Geist
    - Executive Director, Office of Community Engagement – Nick Benson
    - Executive Administrative Assistant – Kimberly Carter
  - Associate Provost for Graduate & Professional Education & Dean, Graduate College – Amanda Haertling Thein
  - Associate Provost & Dean of International Programs – Russell Ganim
  - CIO & Director, Information Technology Services – Steve Fleagle (also reports to the Sr. Vice President, Finance and Operations)
  - Dean, Tippie College of Business – Amy Kristof-Brown
  - Dean, College of Dentistry – Clark Stanford
  - Dean, College of Education – Daniel Clay
  - Dean, College of Engineering – Ann McKenna
  - Dean, College of Graduate College – Amanda Haertling Thein
  - Dean, College of Law (Interim) – Todd Pettys
  - Dean, College of Liberal Arts & Sciences – Sara Sanders
  - Vice President for Medical Affairs and Dean, Carver College of Medicine (also reports to the President)
  - Dean, College of Nursing – Julie Zerwic
  - Dean, College of Pharmacy – Jill Kolesar
  - Dean, College of Public Health – Edith Parker
  - Dean, University College – Tanya Uden-Holman
  - Dean, International Programs – Russell Ganim
  - University Librarian – John Culshaw

Provost Org Budget Summary

Org 02 Departments:	GEF Budget	Non—GEF Budget									Total Budget
	Fund 050 Budget	Fund 240 Budget	Fund 435 Budget	Fund 437 Budget	Fund 450 Budget	Fund 500 Budget	Fund 510 Budget	Fund 520 Budget	Fund 525 Budget	Total Non—GEF	
Provost Office 0100	8,612,898	2,074,000	—	—	—	—	—	1,568,000	—	3,642,000	12,254,898
Provost Admin 0105	5,001,530	—	—	—	—	—	—	5,500	—	5,500	5,007,030
International Programs 0110	2,697,840	481,585	—	—	—	—	—	853,371	—	1,334,956	4,032,796
Stanley Museum of Art 0150	1,480,578	3,000	—	—	40,000	—	—	594,210	—	637,210	2,117,788
Pentacrest Museums 0152	442,405	—	—	—	50,000	—	—	246,250	—	296,250	738,655
Assessment 0155	327,200	—	—	—	—	—	—	—	—	—	327,200
Office of Civil Rights Compliance 0167 *	—	—	—	—	—	—	—	—	—	—	—
Office of Access & Support 0168 **	—	—	—	—	—	—	—	—	—	—	—
Center for Teaching 0170	692,377	10,000	—	—	—	—	—	—	—	10,000	702,377
Hancher 0173	—	—	722,620	3,950,000	170,000	—	—	2,040,000	—	6,882,620	6,882,620
Performing Arts & Engagement 0174	88,320	—	—	—	—	—	—	—	—	—	88,320
Community Engagement 0185	638,913	10,000	—	—	—	109,050	—	185,000	—	304,050	942,963
Career Center 2140	1,352,447	855,500	—	—	—	—	—	7,432	—	862,932	2,215,379
Registrar 4615	2,694,761	2,338,500	—	—	—	—	—	—	—	2,338,500	5,033,261
Admissions 4620	6,622,974	2,000,000	—	—	—	—	—	200,000	—	2,200,000	8,822,974
Student Financial Aid Operations 4666	2,575,582	221,672	—	—	—	—	—	—	—	221,672	2,797,254
Academic Advising 4675	3,257,653	495,375	—	—	—	—	—	—	—	495,375	3,753,028
<b>Total Operating Budget</b>	<b>36,485,478</b>	<b>8,489,632</b>	<b>722,620</b>	<b>3,950,000</b>	<b>260,000</b>	<b>109,050</b>	<b>—</b>	<b>5,699,763</b>	<b>—</b>	<b>19,231,065</b>	<b>55,716,543</b>
Student Financial Aid TSA 4665	81,216,529	210,000	—	—	—	—	20,850,000	5,000	9,600,000	30,665,000	111,881,529
<b>Total Budget</b>	<b>117,702,007</b>	<b>8,699,632</b>	<b>722,620</b>	<b>3,950,000</b>	<b>260,000</b>	<b>109,050</b>	<b>20,850,000</b>	<b>5,704,763</b>	<b>9,600,000</b>	<b>49,896,065</b>	<b>167,598,072</b>

\*Please note the Office of Civil Rights Compliance (0167) budget of \$1,873,387 moved out of the Provost Office Org to the Presidents Office Org March 28, 2025

\*\*Please note the Office of Access and Support has been dissolved as of March 28,2025. Portions of the GEF budget have been allocated to other Orgs, a portion will remain in the Office of the Provost (0100)

**Unit:** Associate Provost for Faculty

**Primary purpose/goal of unit.**

The Office of the Associate Provost for Faculty (OAPF) is dedicated to fostering an environment where faculty members (tenured, tenure-track, clinical-track, research-track, instructional-track, fixed-term [adjunct, visiting, instructor], emeritus, and administrative) can thrive throughout their careers. The primary goal of the office is to support faculty development, leadership, and human resource management, ensuring colleges, departments, and faculty members have the resources and guidance they need to succeed.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

By focusing on key responsibilities, including policy oversight, the OAPF ensures colleges, departments, and faculty members have what they need to be successful. The office manages crucial aspects of faculty appointments, and provides various faculty and leadership development programs to support the growth of faculty across their careers.

Key responsibilities of the OAPF include:

- *Faculty and leadership development:* Offers a variety of professional development opportunities, as listed in the Services and Programs section, to support faculty throughout the entire career lifecycle.
- *Human resource management:* Serves as the central hub for all faculty-related human resource transactions, including appointments, promotions, reviews, and terminations. The office ensures these processes are conducted efficiently and in accordance with university and Iowa Board of Regents policies.
- *Support to colleges and departments:* Provides essential support to colleges and departments, helping them navigate faculty-related issues. This collaborative approach ensures consistent and comprehensive support across the university.
- *Strategic planning and faculty success initiatives:* The associate provost for faculty serves as an active member of the Strategic Plan Action and Resource Committee (SPARC), contributing significantly to the implementation of the university's strategic planning efforts. The associate provost for faculty also convenes the SPARC Faculty Success Work Group and is a member of various other SPARC work groups.
- *Recognition and awards:* Oversees various university faculty awards and honors, such as the Iowa Mid-Career Faculty Scholar Award, named faculty positions, and the University of Iowa Distinguished Chair. These awards recognize and support outstanding faculty members, contributing to their professional growth and retention.
- *Policy oversight:* The associate provost for faculty oversees policies related to faculty affairs. This includes managing and updating policies that govern faculty conduct, dispute resolution, and professional standards, in partnership with colleges, central units, and shared governance as appropriate. The office ensures these policies are clear, consistent, and effectively communicated to faculty members, providing a framework for maintaining a professional and ethical work environment. Additionally, they provide review and feedback on collegiate faculty policies to ensure they align with university policies.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

The OAPF plays a crucial role in supporting colleges, departments, and faculty members by providing various services and programs in support of its key responsibilities.

Examples are as follows:

- ***Human resource (HR) management:*** The OAPF oversees the entire lifecycle of faculty appointments, ensuring processes are transparent and adhere to university policies. The office manages review, promotion, and tenure processes, providing guidance and support to departments, colleges, and faculty members. It also handles termination procedures, ensuring they are conducted fairly and in accordance with university regulations. The office provides guidelines for processing faculty HR transaction forms from appointment through retirement. Additionally, the OAPF ensures colleges comply with policies and procedures and are accountable for their activities.

The office has been proactive in streamlining procedures and developing workflows that improve the user experience. Challenges remain, however, such as incompatible systems and the absence of a centralized, easily searchable database of faculty activities.

Examples of procedures and policies that the associate provost for faculty oversees include:

- Faculty dispute procedures to ensure fair and effective resolution processes
- Faculty professionalism policies to promote ethical and professional conduct
- Faculty definitional policies that define faculty roles and responsibilities, providing clarity and consistency
- Collegiate faculty policies are reviewed to ensure they align with university standards

The OAPF helps associate deans, DEOs, and faculty members navigate complex issues related to their roles and responsibilities. The associate provost for faculty oversees specific investigations and is involved in disciplinary decisions, ensuring misconduct is addressed appropriately. In 2025, a Faculty Investigation Unit was piloted to enhance the quality and efficiency of faculty misconduct investigations.

- ***Faculty Recruitment, Retention, Development Opportunities and Resources:*** The OAPF supports the UI strategic plan through various initiatives focused on faculty recruitment, retention, development, and leadership opportunities. The associate provost for faculty serves as a member of the Strategic Plan Action and Resource Committee (SPARC), which also reviews and recommends funding of proposals for the P3 program. The associate provost for faculty leads the SPARC Faculty Success Work Group—which focuses on the recruitment, retention, development, and recognition of faculty members—and serves on other SPARC Work Groups as appropriate to ensure continuity with regard to faculty success initiatives.

Examples of programming offered by the OAPF in support of its key responsibilities and in order to align with the strategic plan include:

- [High Impact Hiring Initiative \(HIHI\) P3 Program](#): The OAPF manages this program, which focuses on enhancing strategic faculty recruitment and retention by providing one-time resources to colleges to assist with retention and start-up packages.
- [Transformational Faculty Hiring Program](#): This program aims to recruit top-tier faculty members through a strategic hiring initiative that includes partial salary support for five years, a renewable endowed position, and support for scholarly endeavors.
- [Faculty and Leadership Development Opportunities and Resources](#): Faculty development programs play an important role in educating faculty about their responsibilities and opportunities as they develop their careers. Leadership development programs provide current and aspiring leaders with opportunities to connect with senior level leaders, understand various leadership styles, and enhance their own leadership skills.

Initiatives include:

- [DEO Development Programs](#)
- [Big Ten Academic Alliance \(BTAA\)](#)
- [Iowa Mid-Career Faculty Scholar Award](#)
- [Named Faculty Positions](#)
- [UI Distinguished Chair](#)
- [Faculty Mentoring](#)

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

Faculty HR staff have the opportunity to develop their skills based on their individual interests. The Faculty HR Director will benefit from networking with BTAA colleagues through a newly established work group for HR professionals.

The office has clarified roles for faculty development staff, and has identified growth opportunities for these staff as well.

*See attached organizational chart for the Office of Associate Provost for Faculty.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

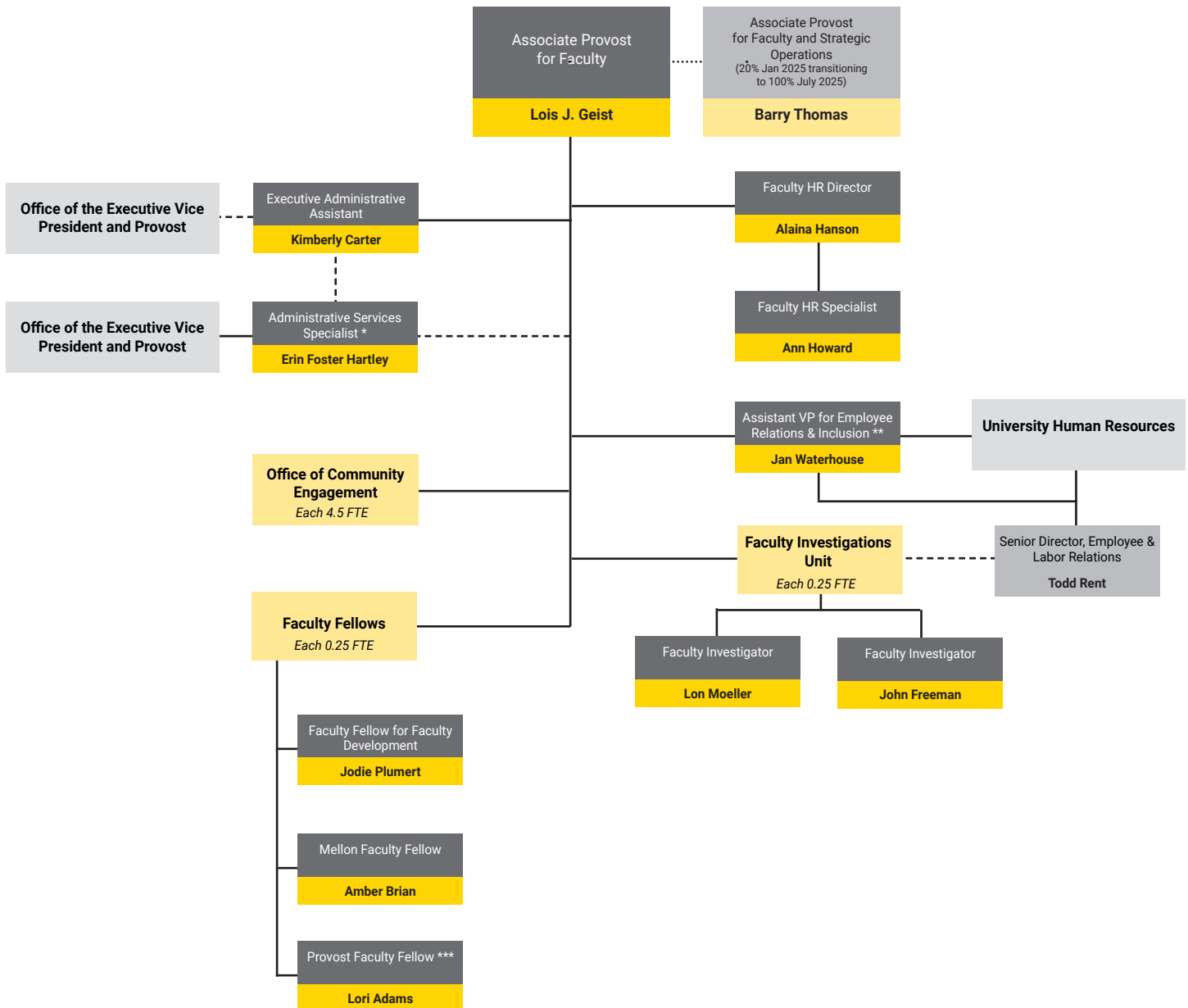
The OAPF collaborates with several key units to enhance its work and address faculty-related issues effectively. Each unit has a distinct role—ensuring no overlap—and individuals from these offices come together often as a team to tackle various challenges. These partnerships are integral to the OAPF's mission, complementing and amplifying its efforts to support faculty development, leadership, and human resource management. By working closely with these units, the OAPF ensures a cohesive and comprehensive approach to addressing faculty-related issues, fostering a thriving academic community.

The OAPF interacts with the following units as described:

- *Office of the General Counsel*: This office is the sole source for managing legal matters. The associate provost for faculty communicates with the Office of the General Counsel as needed and meets every other week to review ongoing issues.
- *Office of Civil Rights Compliance (and its reporting units)*: The associate provost for faculty maintains regular communication with this office and meets every other week to review any ongoing issues, ensuring compliance with civil rights policies.
- *University Human Resources (UHR)*: The OAPF interacts with three main areas within UHR:
  - *Employee and Labor Relations*: Manages personnel issues and is involved in the training and functional oversight of faculty investigators.
  - *Organizational Effectiveness (OE)*: Develops leadership programming and creates synergies around faculty development. Regular meetings with OE leadership help align efforts and enhance faculty support.
  - *Faculty and Staff Disability Services*: Addresses faculty-related health issues that impact the workplace, ensuring accommodations and support are provided.
- *Dean of Students*: The associate provost for faculty collaborates with the dean of students to navigate issues that arise between students and faculty, fostering a positive and productive academic environment.
- *Ombuds Office*: The associate provost for faculty works with the Ombuds Office to address concerns, provide advice, and educate faculty about policies. This collaboration helps resolve conflicts and promote a harmonious work environment.
- *Information Technology Services (IT)*: The OAPF partners with IT to streamline processes, eliminate redundancies, and develop new systems to support its work. This collaborative partnership has proven to be highly productive, improving the efficiency and effectiveness of the OAPF's operations.
- *Big Ten Academic Alliance (BTAA)*: The associate provost for faculty serves as the liaison to BTAA faculty development programs and represents the university in the faculty affairs BTAA group. This partnership enhances faculty development through shared resources and initiatives.
- *Iowa Board of Regents Office*: The associate provost for faculty collaborates with the Board Office on faculty-related actions, reports, and presentations.

# ASSOCIATE PROVOST FOR FACULTY

→ [PROVOST.UIOWA.EDU/FACULTY-RESOURCES](http://PROVOST.UIOWA.EDU/FACULTY-RESOURCES)



\* also reports to the Senior Executive Assistant to the Provost  
 \*\* primary appointment in University Human Resources, 0.25 FTE  
 \*\*\* also reports to associate provost for Undergraduate Education and Dean of the University College

All individuals listed are 1 FTE unless otherwise noted.

## Appendix C

### Associate Provost for Faculty

#### Organizational Chart (Text Only)

All individuals listed are 1 FTE unless otherwise noted.

- Associate Provost for Faculty – Lois J. Geist; Associate Provost for Faculty and Strategic Operations – Barry Thomas (20% Jan. 2025, transitioning to 100% July 2025)
  - Executive Administrative Assistant – Kimberly Carter
  - Administrative Services Specialist – Erin Foster Hartley (also reports to the Senior Executive Assistant to the Provost)
  - Faculty HR Director – Alaina Hanson
    - Faculty HR Specialist – Ann Howard
  - Assistant VP for Employee Relations and Inclusion – Jan Waterhouse (primary appointment in University Human Resources, 0.25 FTE)
  - Office of Community Engagement (4.5 FTE)
  - Faculty Investigations Unit (each 0.25 FTE)
    - Faculty Investigator – Lon Moeller
    - Faculty Investigator – John Freeman
    - Senior Director, Employee & Labor Relations – Todd Rent (dotted line, primary appointment in University Human Resources)
  - Faculty Fellows (each 0.25 FTE)
    - Faculty Fellow for Faculty Development – Jodie Plumert
    - Mellon Faculty Fellow – Amber Brian
    - Provost Faculty Fellow – Lori Adams (also reports to associate provost for Undergraduate Education and Dean of the University College)

**Unit:** Associate Provost for Undergraduate Education

**Primary purpose/goal of unit.**

The primary purpose of the Associate Provost for Undergraduate Education (APUE) is to enhance undergraduate education by overseeing units and processes that are crucial to advancing the university's academic mission. This includes leading institutional strategic priorities related to student success and fostering campuswide partnerships with collegiate and central unit leadership, faculty, and staff.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

The APUE also serves as the dean of the University College. Although not discussed below, the following areas are housed in the University College: Distance and Online Education, Academic Support and Retention, Orientation Services, ROTC, Honors, Debate, SE Iowa Regional STEM Hub, and Scholar Development.

Key responsibilities of the APUE include:

- *Institutional leadership of undergraduate student learning and success:* The APUE collaborates with collegiate and central units to provide dynamic and transformative educational experiences for undergraduate students, preparing them for diverse career or academic futures. This role positions the University of Iowa as a national leader in undergraduate student learning and success.
- *Facilitate campuswide partnerships and committees necessary to maintain and advance approaches to comprehensive student success:* The APUE fosters campuswide partnerships and leads committees to enhance student experiences, retention, and graduation rates. These efforts strengthen connections across organizations and improve institutional processes.
- *Leadership of the Excellence in Teaching and Learning (ETL)/Student Success Strategic Priorities, including P3-related initiatives:* The APUE oversees ETL/Student Success strategic plan development, implementation, and assessment, including [P3-related initiatives](#). This involves gathering campuswide feedback and guiding projects focused on undergraduate student success.
- *Accreditation:* The APUE serves as the University of Iowa's Accreditation Liaison Officer to the Higher Learning Commission (HLC), ensuring compliance and preparing for accreditation reviews.
- *Additional responsibilities:* The APUE is responsible for student-related appeals of academic and non-academic misconduct and grade dismissals.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

Several units that provide campuswide services and play a key role in undergraduate education report to the APUE. Each unit assesses its effectiveness and creates reports to share with the campus community, identifying areas for improvement.

- *Undergraduate Academic Advising and the Academic Advising Center (AAC)*: Provides centralized leadership for [academic advising](#), supporting students in planning their educational pathways and connecting with campus resources. The AAC offers professional advising to first-year College of Liberal Arts and Sciences students, transfer students, open majors, pre-professional students, non-degree students, and [IowaLink](#) program participants. The assistant provost and director of the AAC reports to the APUE and leads the [Advising Council](#), represents academic advising both internally and externally, and works with campus partners to ensure incoming and continuing students have access to enroll in courses necessary for timely progress to degree.
- *Career Readiness and the [Pomerantz Career Center](#) (PCC)*: Coordinates career coaching, academic and leadership courses, experiential education, and campus recruiting. The PCC also manages student employment programs and destination/[hiring data](#).
- *Campuswide teaching and learning support and the [Center for Teaching](#) (CFT)*: Enhances faculty teaching development, course and curricula innovation, and sustained improvements. The CFT offers teaching feedback, early career support, graduate student support, and faculty learning communities.
- *[Office of Assessment](#)*: Provides resources for faculty and departments to demonstrate student learning and success. The office consults on strategies for collecting evidence, helps access relevant data, and assists with data analysis. This includes the university's Senior Exit Survey and other student experience surveys.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

Training and professional development for staff under the APUE portfolio are prioritized to meet the evolving needs of undergraduate education. Each unit provides specific training programs, including institution-specific training and engagement with national professional associations. Funding for professional development is available within units, with additional support from the APUE as needed.

Maintaining current staffing lines and structures is essential to provide necessary support and guidance for undergraduate students. Staff under the APUE offer critical services such as academic advising, career counseling, and faculty teaching support.

*See attached organizational chart for the Office of the Associate Provost for Undergraduate Education.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

The APUE facilitates key interactions with various internal and external offices to advance student success and institutional goals.

The APUE interacts with the following partners as described:

### *External partnerships*

- *Iowa Board of Regents Office*: Collaborates on academic program actions, reports, and presentations.
- *University of Iowa Center for Advancement*: Discusses donor-funded projects and explores new opportunities aligned with strategic priorities.
- *Big Ten Academic Alliance (BTAA)*: Participates in BTAA-related meetings to share and learn about undergraduate education practices and innovations.
- *American Association of Universities Teaching Evaluation Learning Community*: Evolves teaching evaluation practices and supports the University of Iowa's membership.
- *American Association of Public and Land-Grant Universities*: Participates in the "Powered by Publics" initiative.
- *Undergraduate Education at Research Universities (UERU)*: Facilitates participation in UERU, a national coalition of leaders from research universities seeking to transform undergraduate education to meet changing student, societal, and workforce needs.
- *Howard Hughes Medical Institute (HHMI)*: Co-leads grant efforts for STEM education improvements. The University of Iowa is part of a group of institutions that received HHMI grant funding for improvements in STEM education.

### *Internal partnerships*

- Associate Deans and Directors
- Division of Student Life
- Athletics
- Academic Policies and Practices Task Force
- Teaching Effectiveness Task Force
- Student Success Team
- HHMI UI Core Group Committee
- Student Complaints Committee
- Strategic Enrollment Management Coordination Team
- Project MAUI team
- Learning Spaces Executive Committee
- Other groups related to the University of Iowa's Strategic Plan, including the Excellence in Teaching and Learning (ETL)/Student Success SPARC, ETL Core Group, ETL Network, P3 leads meetings, and multiple committees across several tactic groups.

Additionally, communication, cooperation, and coordination are all essential aspects to the success of the APUE role.

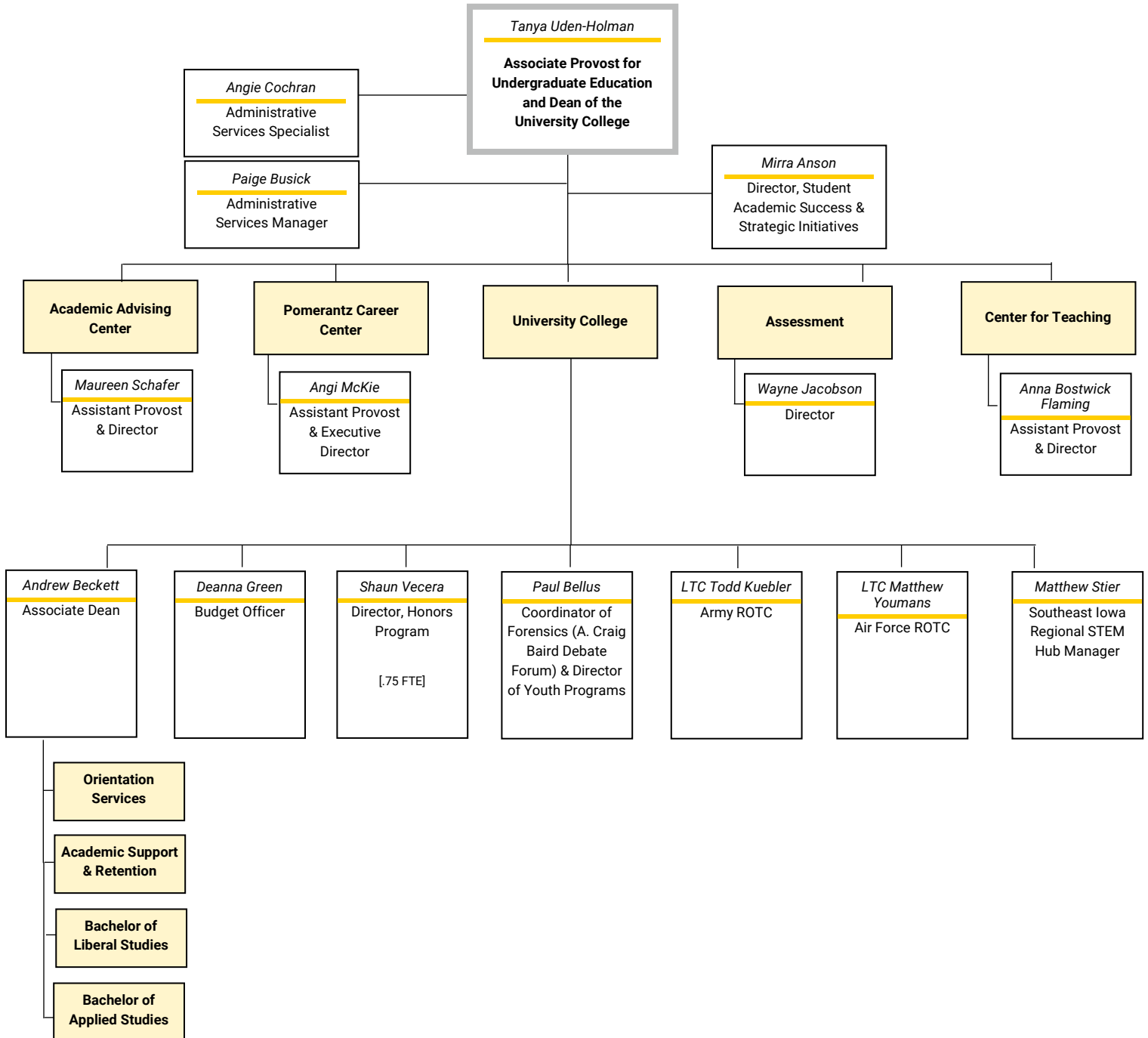
Examples of these include:

- *Communication*: Facilitates campuswide communication through updates, meetings, and listservs.
- *Cooperation/avoiding duplication*: Identifies opportunities to foster cooperation and avoid service and programmatic duplication.
- *Coordination with other units*: Coordinates with colleges and units on projects such as the [Hawkeye Work Grant](#) and the [Teaching Effectiveness Task Force](#).
- *Coordination of multiple facets related to academic programs*: This includes academic program development, program change requests, internal campuswide updates, and external reporting and assessment.





# ASSOCIATE PROVOST FOR UNDERGRADUATE EDUCATION AND DEAN OF THE UNIVERSITY COLLEGE



\*All individuals listed are 1 FTE unless otherwise noted.

## Appendix D

### Associate Provost for Undergraduate Education and Dean of the University College

#### Organizational Chart (Text Only)

All individuals listed are 1 FTE unless otherwise noted.

- Associate Provost for Undergraduate Education & Dean of the University College – Tanya Uden-Holman
  - Administrative Services Specialist – Angie Cochran
  - Administrative Services Manager – Paige Busick
  - Director, Student Academic Success & Strategic Initiatives – Mirra Anson
  - Academic Advising Center: Assistant Provost and Director – Maureen Schafer
  - Pomerantz Career Center: Assistant Provost & Executive Director – Angi McKie
  - Assessment: Director – Wayne Jacobson
  - Center for Teaching: Assistant Provost and Director – Anna Bostwick Flaming
  - University College
    - Associate Dean – Andrew Beckett
      - Orientation Services
      - Academic Support & Retention
      - Bachelor of Liberal Studies
      - Bachelor of Applied Studies
    - Budget Officer – Deanna Green
    - Director, Honors Program – Shaun Vecera
    - Coordinator of Forensics (A. Craig Baird Debate Forum) & Director of Youth Programs – Paul Bellus
    - Army ROTC – LTC Todd Kuebler
    - Air Force ROTC – LTC Matthew Youmans
    - Southeast Iowa Regional STEM Hub Manager – Matthew Stier

**Unit:** Community Engagement

**Primary purpose/goal of unit.**

The [Office of Community Engagement](#) (OCE) facilitates the development of mutually beneficial partnerships between faculty, staff, and students at the University of Iowa and community partners across the state, nation, and world. OCE does this by offering trainings, workshops, programs, and other resources to build the capacity of campus partners to work collaboratively with communities, as well as offering direct partnership development assistance.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

The Office of Community Engagement has key responsibilities in the following areas:

- Serves as the primary educational hub on campus for community-engaged teaching, learning, and research. OCE offers programs, workshops, trainings, and online resources to educate faculty, staff, and students on the principles and best practices of doing community-engaged work. This includes Arts Share, a program dedicated to educating arts and humanities students and faculty on best practices in publicly engaged art.
- Collects data and information on community engagement activities at the University of Iowa and reports to appropriate entities. This includes managing the Community-Engaged Course (CEC) designation program, which tags in MAUI and on MyUI every course that incorporates community engagement into the curriculum. OCE also oversees the university's Carnegie Community Engagement Elective Classification and is leading the institution's application for re-accreditation in 2025.
- Provides advocacy and marketing for community-engaged work completed by faculty, staff, and students. OCE works collaboratively with the Office of Strategic Communication (OSC) and individual collegiate departments to write stories, develop social media, and create other marketing resources to showcase the impact and value of community engagement at the University of Iowa.
- Serves as a point of connection for faculty, staff, students, and community partners looking to build relationships. This is primarily the case at a local and regional level, although OCE also has partnerships with community organizations and entities across Iowa.
- Serves as the administrative home of the Grant Wood Art Colony. The director of the Grant Wood Art Colony reports to the executive director of the Office of Community Engagement.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

- *Graduate Engagement Corps (GEC)*: Provides graduate students interested in community engagement with training, networking, and funding opportunities to elevate their research and increase their impact in local communities. A three-day orientation, followed by publishing, conferences, professional development workshops, and a grant specific to GEC members further enhance the graduate student experience.

- *Undergraduate Engagement Corps (UEC)*: Provides full-time undergraduate students with training in critical areas of community engagement, including community-engaged research and building community partnerships. The full UEC program consists of a one credit seminar, community engagement workshops, mentorship, and the opportunity to apply for a grant designated for members of the UEC.
- *Faculty Engagement Corps (FEC)*: Provides faculty and instructors interested in community engagement with training, networking, and project development to elevate their teaching and research and increase their impact in communities. The FEC includes a two-day orientation, followed by workshops, networking, and other educational opportunities.
- *Community Engagement Network (CEN)*: A collaborative community designed to connect and support UI scholars and practitioners who consider community engagement an integral part of their work. The CEN meets twice per semester to learn from one another and hear about topics of importance in community engagement. The network is expansive, spanning every college on campus, and includes more than 125 members.
- *Arts Share*: The preeminent community engagement training and partnership development program for arts and humanities students at the University of Iowa. Arts Share works with students (primarily graduate students) in the arts and humanities to provide education on publicly engaged art and connects these students with communities across Iowa. Arts Share currently works in 90 counties across the state.
- *Grant Wood Art Colony*: Celebrates the life and legacy of Iowa's most famous artist, Grant Wood, by providing three fellowships in painting and drawing, printmaking, and interdisciplinary performance. Fellows teach courses, engage Iowans, and pursue their artistic endeavors. The Colony also hosts a biennial symposium and provides outreach to perpetuate Wood's legacy.

OCE provides robust educational programming and training to all constituency groups on campus, including faculty, staff, and students, as well as community partners across Iowa. Through the programs listed above, OCE serves as a "hub" of community engagement expertise, catalyzing the "spokes" of engagement (campus and community partners) to do impactful work through teaching, learning, and research. OCE has experienced significant growth in participation and engagement from campus over the past few years. One measure of this growth is the increase in the number of Community-Engaged Courses (CECs) tagged through the CEC program. From the initial introduction of the program in spring 2022, the number of CECs has grown from 22 to more than 90 courses offered across campus. This speaks to the interest and commitment of the campus to build partnerships with communities across Iowa and beyond.

OCE continues to seek new ways to support campus partners who do community engaged work, particularly as financial resources can be a challenge for some community-engaged researchers and instructors. Although OCE offers minor grant funding to students in the GEC and UEC programs, the office is seeking additional external funding to bolster funding support for faculty and staff who are on the front lines of community-engaged teaching and research.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

OCE offers local and national community engagement training opportunities for its full-time staff. Most staff attend one national community engagement conference per year, where they connect and learn from other community engagement professionals. Through the University of Iowa's membership in Campus Compact, additional online trainings are available throughout the year for OCE staff to further their skills in particular areas of community engagement.

*See attached organizational chart for the Office of Community Engagement.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

OCE works collaboratively with many offices across campus, and the nature of its work means it has dozens, if not hundreds, of regular external community partners.

OCE interacts with the following campus and external partners as described:

#### *Campus Partners*

- *Office of the Vice President for Research (OVPR):* Works with the Research Development Office and other OVPR staff to advance community-engaged research support at Iowa. Collaborations include workshops for faculty on best practices for community-engaged research.
- *Office of Undergraduate Research (OUR):* Works with OUR to support undergraduate students interested in community-engaged research. OCE provides technical support and expertise to OUR fellows who are involved in community engagement projects, and OUR works with UEC students to involve them in research opportunities.
- *Center for Teaching:* Collaborates with the Center for Teaching to provide support for instructors at Iowa who incorporate community engagement into their courses. OCE partners with the center on a Faculty Learning Community on Community-Engaged Teaching, and the center often presents at OCE programs like the GEC, FEC, and CEN on engaged teaching best practices.
- *Pomerantz Career Center:* Partners with Pomerantz on tagging and classifying experiential learning courses at Iowa. The CEC program began in 2022, and since then additional course categories have been added and tagged via MyUI as part of a collaboration among Pomerantz, OCE, the Registrar's Office (another key OCE partner), and OUR.
- *Institute for Clinical and Translational Science (ICTS):* Works with ICTS to advance community-engaged research in the health sciences. OCE's executive director serves on ICTS's campus stakeholder advisory board, and community-engaged students in the GEC as well as community-engaged faculty in the FEC and CEN are often involved in ICTS activities.
- *Division of Student Life:* Works with several offices within the Division of Student Life, including the Office of Leadership, Service, and Civic Engagement, to ensure that extra-curricular civic engagement training and curricular community engagement training for students is symbiotic and complimentary, not duplicative.

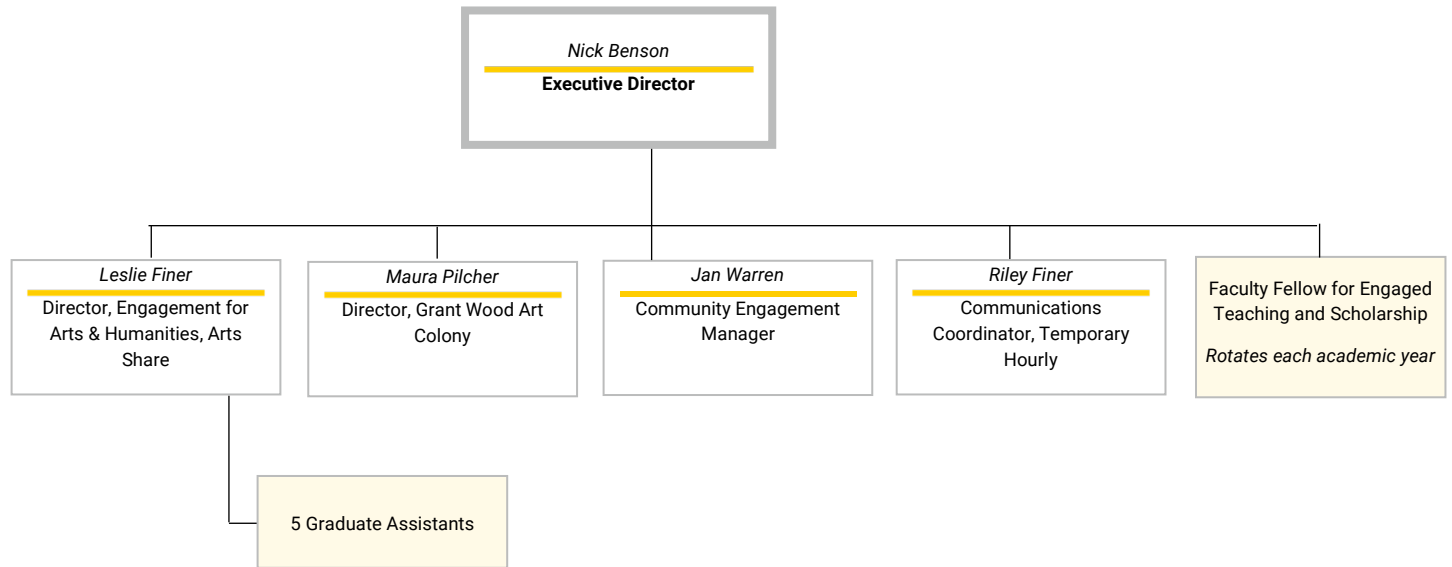
- *Collegiate administration:* Works with virtually every college on campus to ensure faculty, staff, and students in each college knows about the trainings and resources available through OCE.

### *Off-Campus Partners*

- *Local nonprofit organizations:* Partners with dozens of nonprofit organizations in the Iowa City/Cedar Rapids area to ensure the University of Iowa is continuing to provide mutually beneficial, reciprocal partnerships. These include Greater Iowa City, Inc., United Way of Johnson and Washington Counties, Better Together 2030, Community Foundation of Johnson County, Think Iowa City, and others.
- *State government:* Partners with several state government agencies, including the Iowa Economic Development Authority, Department of Health and Human Services, Department of Natural Resources, and Department of Workforce Development, to discuss goals for partnering with University of Iowa faculty, staff, and students and update state staff on work that university partners are doing across the state.
- *State-wide nonprofit, for-profit, and quasi-governmental organizations:* Works with other organizations, including government councils and for-profit businesses, to build partnerships with University of Iowa faculty, staff, and students. Usually these relationships act as a point of connection to individual campus partners, with OCE serving as the “matchmaker” between external and on campus partners.



# OFFICE OF COMMUNITY ENGAGEMENT



All individuals listed are 1 FTE unless otherwise noted.



## **Appendix E**

### **Office of Community Engagement**

#### **Organizational Chart (Text Only)**

All individuals listed are 1 FTE unless otherwise noted.

- Executive Director – Nick Benson
  - Director, Engagement for Arts & Humanities, Arts Share – Leslie Finer
    - 5 graduate assistants
  - Director, Grant Wood Art Colony – Maura Pilcher
  - Community Engagement Manager – Jan Warren
  - Communication Coordinator, Temporary Hourly – Riley Finer
  - Faculty Fellow for Engaged Teaching and Scholarship – rotates each academic year

**Unit:** Enrollment Management

**Primary purpose/goal of unit.**

The associate vice president for enrollment management oversees the Offices of Admissions, Student Financial Aid, and the Registrar. Enrollment Management (EM) recruits prospective students, evaluates applications and credentials, facilitates registration and records functions, administers Title IV federal financial aid and manages institutional aid programs, facilitates communication and marketing to prospective students, and conducts data analysis to ensure efforts are efficient and working effectively to meet institutional enrollment goals.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

- Uphold admission policies and practices and the articulation of transfer credit
- Administer federal financial aid to ensure compliance with federal policies
- Create and disseminate recruitment materials and host a variety of campus visit programs
- Visit high schools and college fairs to engage with prospective students
- Maintain the academic catalog and track academic records and degree requirements
- Create and manage the schedule of classes and course registration process
- Facilitate the execution of the strategic enrollment management plan in collaboration with collegiate deans and campus leadership

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

Enrollment Management hosts around 30,000 campus visitors annually, and processes around 50,000 applications for admission each cycle. EM also administers federal and institutional aid for all students at the university and works with the UI Center for Advancement to disburse scholarship funding. The Registrar maintains all academic records and facilitates the degree audit functions and academic policies of both the university and associated accrediting agencies. With a fairly lean team of staff in comparison with peers, EM handles a large volume of tasks through the recruitment, admission, registration, and financial aid process.

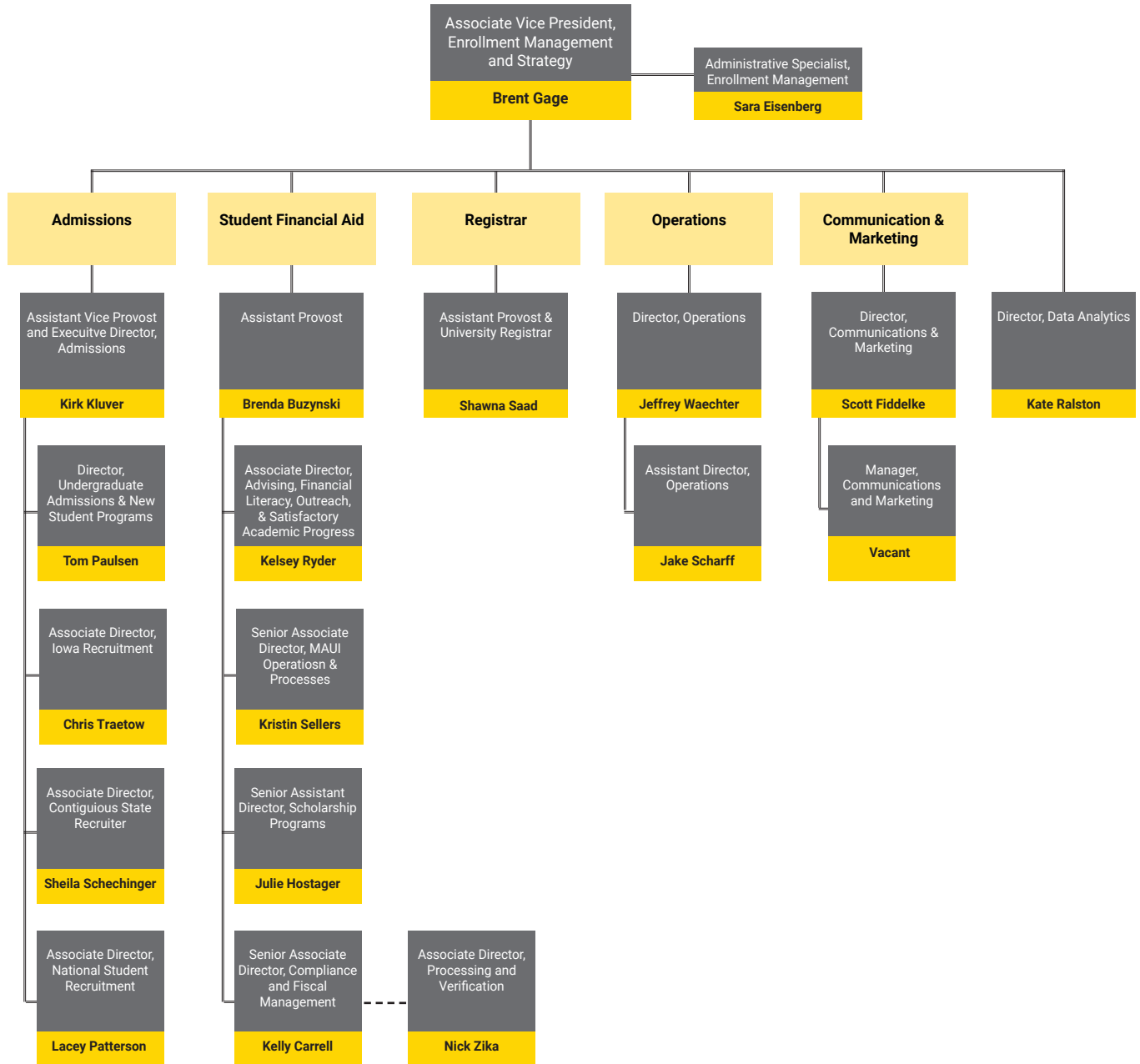
**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

As EM supports the university's more than 200 undergraduate programs of study, its staff are in a constant state of training and rely heavily on the use of data to guide their efforts.

**Partnerships.** List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.

Enrollment Management works very closely with academic departments in the areas of student recruitment, course scheduling, and maintaining academic policy integrity. These collaborations allow the office to create efficiencies while working to achieve high priority goals.

# ASSOCIATE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND STRATEGY



\*All individuals listed are 1 FTE.

## Appendix F

### Associate Vice President for Enrollment Management and Strategy

#### Organizational Chart (Text Only)

All individuals listed are 1 FTE.

- Associate Vice President, Enrollment Management and Strategy — Brent Gage
- Administrative Specialist, Enrollment Management — Sara Eisenberg
- Admissions
  - Assistant Vice Provost and Executive Director, Admissions — Kirk Kluver
    - Director, Undergraduate Admissions & New Student Programs — Tom Paulsen
    - Associate Director, Iowa Recruitment — Chris Traetow
    - Associate Director, Contiguous State Recruiter — Sheila Schechinger
    - Associate Director, National Student Recruitment — Lacey Patterson
- Student Financial Aid
  - Assistant Provost — Brenda Buzynski
    - Associate Director, Advising, Financial Literacy, Outreach, & Satisfactory Academic Progress — Kelsey Ryder
    - Senior Associate Director, MAUI Operations & Processes — Kristin Sellers
    - Senior Assistant Director, Scholarship Programs — Julie Hostager
    - Senior Associate Director, Compliance and Fiscal Management — Kelly Carrell
    - Associate Director, Processing and Verification — Nick Zika
- Registrar
  - Assistant Provost & University Registrar — Shawna Saad
- Operations
  - Director, Operations – Jeffrey Waechter
    - Assistant Director, Operations – Jake Scharff
- Communication & Marketing
  - Director, Communications & Marketing — Scott Fiddelke
    - Manager, Communications and Marketing — Vacant
- Director, Data & Analytics — Kate Ralston

**Unit:** Associate Provost for Graduate and Professional Education / Graduate College

**Primary purpose/goal of unit.**

The associate provost for graduate and professional education also holds the position of dean of the Graduate College. These roles are interconnected in supporting the university's graduate and professional students, postdocs, and graduate and professional programs.

The Graduate College administers and provides sustainable resources for eight [interdisciplinary graduate programs](#), three academic programs ([School of Library and Information Science](#), [School of Planning and Public Affairs](#), and [Center for the Book](#)), the [UI Press](#), and the [International Writing Program](#). The Graduate College undergoes a collegiate review in accordance with [UI Policy II.28](#).

The associate provost for graduate and professional education and dean of the Graduate College (APGPE and dean) serves the university and the state by fostering an intellectual environment conducive to exemplary research, scholarship, and creativity among graduate students, postdoctoral scholars, and faculty. The APGPE and dean serves as an advocate for graduate education, allocates resources that support graduate students and programs, supports students' professional development and career preparation needs, promotes well-being and belonging for all students, manages policies and procedures to establish and assess graduate programs, and fosters interdisciplinary programs. The Graduate College manages enrollment and degree progress for over 5,000 students from over 100 graduate programs in 10 different colleges that span the arts and humanities, biological sciences, health sciences, engineering, education, physical sciences, social sciences, and business.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

The APGPE / Graduate College:

- Oversees graduate degree progress and completion, student records, and thesis and dissertation support and examination.
- Oversees the [Manual of Rules and Regulations](#) for graduate education and mediate individual student issues including both informal and formal academic grievances.
- Oversees [Graduate Student Employment Standards](#), policies, and grievances.
- Oversees [Postdoctoral Employment Standards](#), policies, and grievances.
- Participates in the review of graduate and professional programs to ensure ongoing quality, appropriate time-to-degree and career placement, clear learning outcomes, and maintenance of accreditation.
- Facilitates the development and approval of graduate and professional program actions (proposals for new programs, program closures, and program changes) through campus and Iowa Board of Regents policies, processes, and governance.
- Facilitates meetings of the [Directors of Graduate Studies](#), [Graduate Council](#), [Graduate Coordinators](#), [Graduate Student Employment Committee](#), and [Graduate College External Advisory Board](#).

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

The APGPE / Graduate College:

- Allocates \$7.4 million annually in General Education Fund (GEF) dollars to graduate students through 18 different [internal fellowship and scholarship opportunities](#), and administers graduate assistantship tuition scholarships for all units on campus.
- Provides student support for navigating graduate student life, writing and submitting grants, and developing research communication skills through the Grad Success Center's [GradLife Peer-to-Peer Mentoring Program](#), [Fellowship Incentive Program](#), and [Three Minute Thesis Program](#). The Grad Success Center also provides program-focused [career exploration and planning](#), and promotes excellence in college teaching through the [CIRTL Program](#) (in partnership with the Center for Teaching).
- Provides recruitment support through the [Grad at Iowa](#) program, which offers consultations in applying to graduate school, a one credit hour course on graduate admission, and curated campus visits for students from regional colleges.
- Offers community building and networking opportunities to support the retention of all graduate students through the Office of Graduate Community and Belonging. This office administers the [Summer Research Opportunities Program](#) (SROP)—a Big Ten Academic Alliance Program that provides undergraduate students with research experiences in preparation for graduate education.
- Coordinates and facilitates spring and fall doctoral and master's commencement events and graduate and professional student orientation events.

The internal fellowship and scholarship program is assessed through data on time-to-degree, which has improved as fellowships and scholarships have been allocated to more students at key milestones rather than to fewer students for multiple years. Orientation events, community building and networking opportunities, SROP, and programs offered through the Grad Success Center are assessed through student satisfaction surveys, career outcomes data, and external fellowship attainment. Success of Grad at Iowa recruitment programs will be assessed through tracking prospects, applications, and admissions. All current programs are successful, with particular strengths in programming offered through the Grad Success Center.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

All staff are provided with annual professional development funding. Supervisors are encouraged to allow staff time away from their duties to participate in appropriate training and professional development.

*See attached organizational chart for the Office of Graduate and Professional Education/Graduate College.*

**Partnerships.** List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.

The APGPE and dean interacts with the following partners as described:

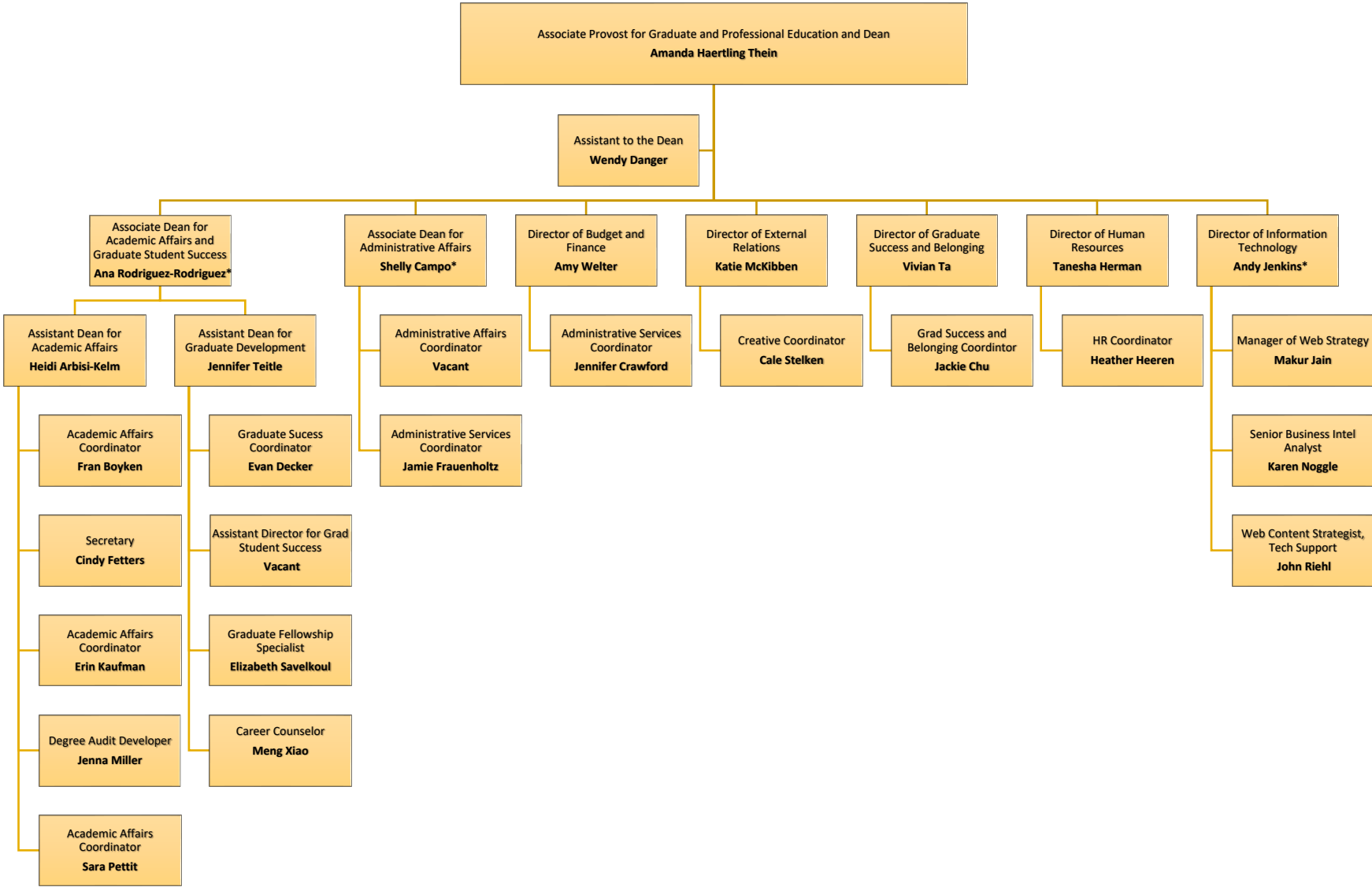
- *Office of the Vice President for Research (OVPR):* Collaborates to support postdoctoral fellows and scholars. The college provides professional development opportunities, maintains employment standards, and provides HR support for postdoctoral appointees (in collaboration with University HR), while OVPR provides research support. The college also partners with OVPR to monitor course content for federal compliance in the Responsible Conduct of Research course and to address research integrity issues involving graduate students and postdoctoral appointees.
- *Office of Teaching, Learning, and Technology:* Partners on programming that supports postdoctoral and graduate student teaching excellence, such as the Center for the Integration of Research, Teaching, and Learning ([CIRTL Program](#)).
- *Threat Assessment Team:* Partners to identify, assess, monitor, and support graduate students and postdoctoral appointees who are exhibiting unusual distress.
- *Employee and Labor Relations:* Consults with and partners to address informal and formal grievances related to graduate student and postdoctoral appointee employment.
- *Associate deans for graduate education, graduate coordinators, and directors of graduate studies:* Works across all colleges to provide guidance on graduate student academic and employment policies, practices, and procedures, and to mediate student academic and employment issues.
- *Division of Student Life:* Collaborates to provide basic needs and support for graduate students, and to ensure graduate students have access to mental health services and student disability services.
- *International Programs:* Collaborates to support international graduate students and postdoctoral appointees and to allocate funding for international research through the [T. Anne Cleary International Dissertation Research Fellowship](#).
- *Office of the Registrar:* Collaborates on academic matters related to graduate student registration, academic records, program and General Catalog changes, and graduate commencement ceremonies.
- *University of Iowa Center for Advancement:* Partners to develop and implement external fundraising in support of graduate and professional programs campuswide.

The Graduate College ensures effective communications and coordination with each of these offices to prevent overlap in functions and responsibilities. This is achieved through timely and active communication with stakeholders to address issues as they arise; fostering strong partnerships across campus; and holding regular, recurring meetings with associate deans for graduate education, graduate coordinators, directors of graduate studies, OVPR, and the UI Center for Advancement.



Associate Provost for Graduate and Professional Education  
Graduate College (Administrative Unit)

Organizational Chart



All individuals listed are 1 FTE, except those noted with an \* are .80 FTE.

## Appendix G

### Associate Vice President for Graduate and Professional Education

#### Graduate College (Administrative Unit)

#### Organizational Chart (Text Only)

All individuals are 1 FTE except those noted with \* are 0.80 FTE.

- Associate Provost for Graduate and Professional Education and Dean — Amanda Haertling Thein
- Assistant to the Dean — Wendy Danger
- Associate Dean for Academic Affairs and Graduate Student Success — Ana Rodriguez-Rodriguez (0.80 FTE)
  - Assistant Dean for Academic Affairs — Heidi Arbisi-Kelm
    - Academic Affairs Coordinator — Fran Boyken
    - Secretary — Cindy Feters
    - Academic Affairs Coordinator — Erin Kaufman
    - Degree Audit Developer — Jenna Miller
    - Academic Affairs Coordinator — Sara Pettit
  - Assistant Dean for Graduate Development – Jennifer Teitle
    - Graduate Success Coordinator — Evan Decker
    - Assistant Director for Graduate Student Success — Vacant
    - Graduate Fellowship Specialist — Elizabeth Savelkoul
    - Career Counselor — Meng Xiao
- Associate Dean for Administrative Affairs — Shelly Campo\* (0.80 FTE)
  - Administrative Affairs Coordinator — Vacant
  - Administrative Services Coordinator — Jamie Frauenholtz
- Director of Budget and Finance — Amy Welter
  - Administrative Services Coordinator — Jennifer Crawford
- Director of External Relations — Katie McKibben
  - Creative Coordinator — Cale Stelken
- Director of Graduate Success and Belonging — Vivian Ta
  - Graduate Success and Belonging Coordinator — Jackie Chu
- Director of Human Resources — Tanesha Herman
  - HR Coordinator — Heather Heeren
- Director of Information Technology — Andy Jenkins\* (0.80 FTE)
  - Manager of Web Strategy — Makur Jain
  - Senior Business Intelligence Analyst — Karen Noggle
  - Web Content Strategist / Tech Support — John Riehl

**Unit:** Performing Arts and Engagement / Hancher Auditorium

**Primary purpose/goal of unit.**

The Office of Performing Arts and Engagement stewards the vision of [Performing Arts at Iowa](#), which is to build a first-choice, destination performing arts campus—a place where creativity is a core value and exceptional, transformative experiences in the arts are available to all students and community members.

Hancher Auditorium is an essential element (and instrument) in achieving the vision of Performing Arts at Iowa. Hancher sits at the center of three key constituents: the campus, community, and international field of the performing arts. As a unit, venue, and arts programming entity, Hancher contributes to the university's academic mission and delivery of strategic plan goals.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

Office of Performing Arts and Engagement key responsibilities:

- Managing Hancher Auditorium (as a unit)
- Stewarding the partnership between the University of Iowa's performing arts units—the Departments of Dance and Theatre Arts, Hancher Auditorium, the Performing Arts Production Unit, and the School of Music
- Supporting the university's overall arts and culture brand
  - Enhancing and integrating arts engagement across campus
  - Advising leadership, as appropriate, on arts strategies for campus
  - Serving a representative of the University of Iowa to external performing arts constituents

Hancher Auditorium key responsibilities:

- Designing and executing annual programs
- Maintaining the Hancher facility in collaboration with Facilities and Maintenance
- Serving the greater goals of Performing Arts at Iowa

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

Office of Performing Arts and Engagement services and programs:

- Manage the Performing Arts at Iowa executive committee
- Oversee Performing Arts at Iowa marketing and communications—for each performing arts unit and for the overall (holistic) brand
- Manage the relationship with University of Iowa Center for Advancement's Performing Arts at Iowa department in support of advancement opportunities for each performing arts unit

- Manage box office operations for University of Iowa performing arts events, including Hancher season events, Department of Dance and Theatre Arts events, and opera performances (School of Music events)
- Integrate Hancher visiting artist programs into the curriculum of performing arts academic departments as well as other academic units (as opportunities arise)

Hancher Auditorium services and programs:

- Design and deliver an annual, multi-faceted performing arts season including approximately 80 public-facing events per year
- Partner with performing arts units on select academic productions: Dance Gala (every year through the Department of Dance) and spring opera (every two years through the School of Music)
- Facilitate campus-wide use of Hancher for key University of Iowa events (i.e., commencement, awards celebration, etc.)

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

*See attached organizational chart for Office of Performing Arts and Engagement/Hancher.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

The work of the Office of Performing Arts and Engagement and Hancher Auditorium is unique. All services and programs serve the central goals of the Performing Arts at Iowa initiative, for which these units together serve as the central hub. In collaboration with all UI performing arts units, the Office of Performing Arts and Engagement and Hancher enhance and support rather than duplicate the work of the academic units.

*Ongoing collaborations*

Collaborative, programmatic, and strategic partnerships:

- University of Iowa Center for Advancement
- Performing arts units (in College of Liberal Arts and Sciences)
  - Department of Dance
  - Department of Theatre Arts
  - Performing Arts Production Unit
  - School of Music

Strategic collaboration:

- Office of the Dean of College of Liberal Arts and Sciences
- Office of Strategic Communications

Functional collaboration:

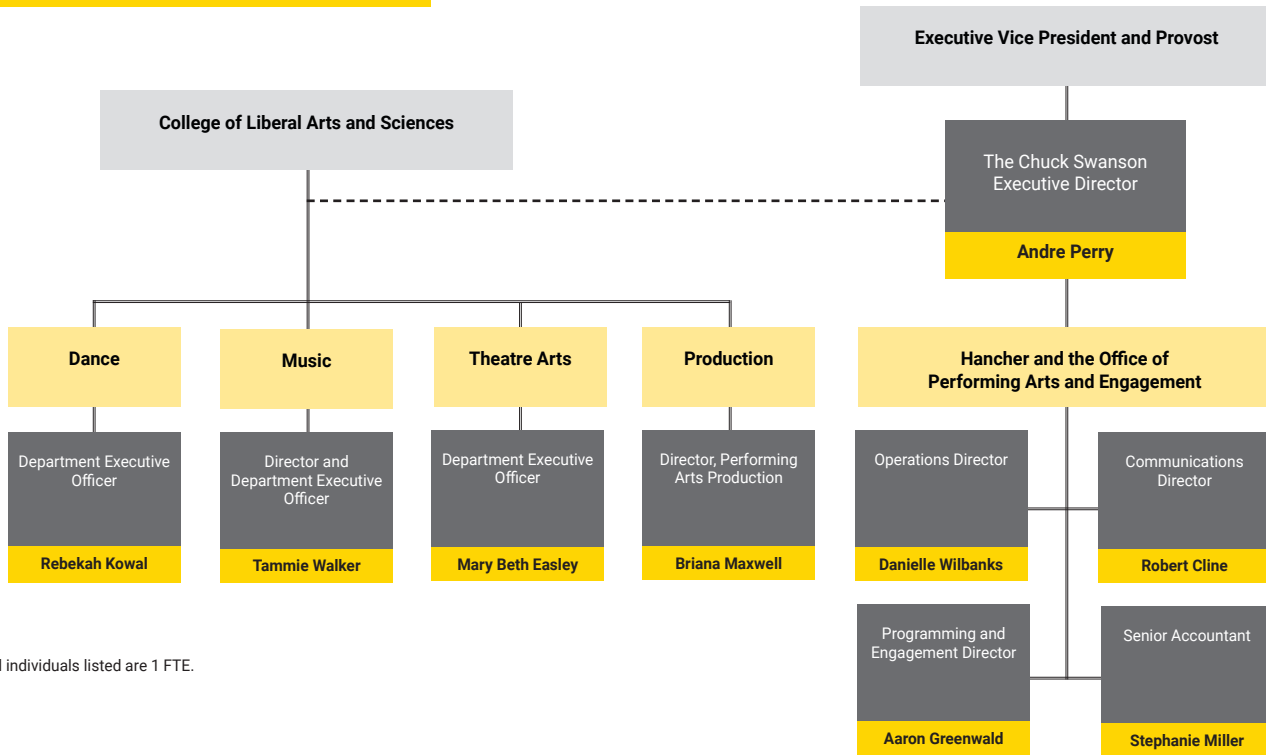
- Shared Services
- Facilities and Maintenance

Ad hoc/project-based collaborations:

- Office of the President
- Office of the Vice President for Research
- Office of Student Life
- Other colleges, offices, and units across the university (as projects arise)

# PERFORMING ARTS AT IOWA

→ [PERFORMINGARTS.UIOWA.EDU](http://PERFORMINGARTS.UIOWA.EDU)



All individuals listed are 1 FTE.

## Overview



A spirit of creativity, collaboration, and exploration lives at the heart of our performing arts activities at the University of Iowa. The **School of Music**, **Department of Theatre Arts**, and **Department of Dance** have drawn talented students and exceptional faculty to Iowa City for decades.

The dedicated, experienced professionals in our **Performing Arts Production Unit** not only make campus performances possible (and spectacular) but also provide deep learning experiences for university students who gain the skills necessary to succeed in their chosen field—even if that field is not in the arts.

**Hancher Auditorium** contributes to the university’s robust performing arts culture by welcoming artists from around the country and the world to perform for and create with those on campus—as well as K-12 students and people of all ages in the wider community.

Together, these five units make up Performing Arts at Iowa—a collaborative endeavor dedicated to student success and innovation in the arts. Performing Arts at Iowa builds on the work of the former Division of Performing Arts, strengthening connections and partnerships among Music, Theatre Arts, Dance, Hancher, and Production.

A commitment to the creation of new works of art permeates Performing Arts at Iowa. The academic units encourage students and collaborators to push artistic ideas forward onto the stage; the Performing Arts Production Unit regularly takes nascent ideas and translates them into the physical or digital world; and Hancher Auditorium is one of the foremost commissioners of new work in the country.

## **Appendix H**

### **Performing Arts at Iowa**

#### **Organizational Chart (Text Only)**

All individuals are 1 FTE.

- Executive Vice President and Provost
  - The Chuck Swanson Executive Director — Andre Perry (dotted line to the College of Liberal Arts and Sciences)
    - Hancher and the Office of Performing Arts and Engagement
    - Operations Director — Danielle Wilbanks
    - Communications Director — Robert Cline
    - Programming and Engagement Director — Aaron Greenwald
    - Senior Accountant — Stephanie Miller
- College of Liberal Arts and Sciences
  - Dance: Department Executive Officer — Rebekah Kowal
  - Music: Director and Department Executive Officer — Tammie Walker
  - Theatre Arts: Department Executive Officer — Mary Beth Easley
  - Production: Director, Performing Arts Production — Briana Maxwell

**Unit Name:** International Programs

**Primary purpose/goal of unit.**

[International Programs](#) (IP) shapes and guides the University of Iowa's role as a leading international institution serving Iowa and the world. It provides guidance and support for international students in the University of Iowa community, as well as scholarships and assistance for UI students who wish to study, intern, or do research abroad. IP also provides funding opportunities and grant and fellowship assistance for faculty engaged in international research. IP amplifies the globally oriented accomplishments of students, faculty, and staff by promoting such work through various media and public engagement activities.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

Four pillars define IP's focus:

*Student Success*

- Promote and support the development of international coursework that encourages an understanding of global perspectives as part of general education requirements, as well as major and minor programs of study
- Recruit, retain, and increase the number of qualified international undergraduate and graduate students, to promote the goals of a pluralistic campus
- Develop collaborations with international partners to offer study abroad, international research, and global internship opportunities that meet the needs of today's student
- Strengthen the international student and campus connection, and increase awareness of resources, events, and support services intended to enhance the success of international students
- Uphold risk management, duty of care, and health/safety/security responsibilities for students pursuing educational programs, internships, or research abroad
- Adhere to and implement federal law regarding non-immigrant visa holders (i.e., international students and scholars on campus)

*Research and Discovery*

- Support collaboration among academic units and external organizations to drive interdisciplinary research activity
- Increase international research and scholarship
- Enhance external grant and internship activity

*Engagement*

- Strengthen relationships with state and local organizations and with the greater Iowa community
  - Engage alumni relationships for programming, sponsorships, and recruiting
  - Offer support to departments that want to engage in international outreach activities
-

### *Welcoming Environment*

- Promote understanding among the university's wide-ranging populations
- Support a welcoming environment for faculty, staff, and students

### **Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

- *International Student and Support and Programming:* A key component of IP's mission is to ensure the success of the University of Iowa's international students and scholars. [International Student and Scholar Services](#) staff lend advice and support in the areas of immigration, mental health, financial issues, cultural adjustment, and intercultural training. Programming in these areas takes the form of workshops, video tutorials, information sessions, and one-on-one meetings with advisors.
- *Global Partnerships:* IP has added new partnerships to its list of 150+ Memoranda of Understanding (MOU), while extending and deepening existing collaborations. IP develops substantive partnerships that promote continuing opportunities for student and faculty mobility, research, and teaching. It is by supporting collegiate initiatives that IP can play the greatest part in advancing global engagement and solidifying the University of Iowa's role as a leader in international education.
- *Global Programming on the UI Campus:* IP's significant impact on promoting and developing global education at Iowa continues to grow. IP's active role in organizing symposia, lectures, webinars, and cultural events distinguishes it from many of its peers. IP is able to achieve this visibility and impact primarily through two mechanisms: the [Stanley-University of Iowa Foundation Support Organization](#) (SUIFSO), and the nine faculty-led [affinity groups](#) sponsored by IP. Through events like the Provost's Global Forum, Major Projects Awards, and other initiatives throughout the year, IP is able to have an impact beyond the classroom to educate the campus and local community on global issues. IP brings together colleagues with common academic interests to develop programming.
- *Strategies to Increase International Student Enrollment:* One of the most effective ways to underscore the importance of the international student and scholar community is to expand it. For the last five years, IP has sought to create a seamless alliance with the Office of Admissions, and this partnership has worked well. In-country recruitment initiatives take the form of tours or networking sessions organized by third-party providers. IP has appointed a recruitment advisor specializing in regions like Sub-Saharan Africa, the Middle East, and South Asia. Through targeted recruitment efforts in emerging parts of the world, the university is attracting students whose presence and contributions will enrich the campus community on both an intellectual and cultural level, and enhance the university's reputation across the globe.
- *Study Abroad and Grants/Fellowships:* IP sends hundreds of students abroad each year, providing a wide-ranging set of opportunities to experience global education firsthand. As of fall 2024, undergraduate participation in study and internship abroad programs have fully rebounded from COVID. This recovery is due to solid partnerships with program providers around the world that are well-prepared to give appropriate levels of support in a post-pandemic world. Study abroad advising and departmental relationships have been enhanced by a new advising strategy based on academic discipline rather than region or country of interest. Since 2020, students now meet with study abroad advisors who are well versed in how study abroad fits into their specific degree requirements and which programs and courses abroad best fit into academic plans.

- *Philanthropy*: Fundraising is essential to maintaining and increasing study abroad enrollment, with IP leadership and the University of Iowa Center for Advancement (UICA) contributing significant effort toward donor recruitment and stewardship.
- *External scholarships and awards*: The number of recipients for Fulbright, Gilman, and Boren scholarships and awards has markedly increased over the last five years, due in no small part to IP staff efforts in promoting these opportunities and guiding students in the application process.
- *Strategic Partnerships*: Like all units on campus, IP must not only use its time and resources wisely, but must also see value added from investment of its human and financial capital. The term “strategic partnerships” applies not only to collaborations abroad, but to relationships at home that cultivate and expand Iowa’s global mission. In both cases, the focus is on working with faculty— and in some cases graduate and professional students—to support their research efforts on a global scale.

IP has selected and identified a few key partners in strategic areas of the world to concentrate effort and increase return. This includes, among others, stronger ties with University of Babeş-Bolyai in Romania; assistance in the creation of an Institute of Pharmacy in Prishtina, Kosovo; and the deepening of the university’s relationship with the University of Johannesburg in South Africa. In all cases, the initiatives are interdisciplinary and involve creating teams that enable the university to create relationships in multiple areas with a single institutional partner abroad.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

IP staff members work with their direct supervisors to develop training and development plans. This typically takes place on an annual basis as part of the performance review process. Several factors are considered when making decisions about the utility of training courses, workshops, conferences, and other professional development opportunities. Those factors include unit needs, employee interests and goals, timing, delivery methods, and responsible stewardship of financial resources. Beyond individual training plans, IP offers some unit-wide training and professional development.

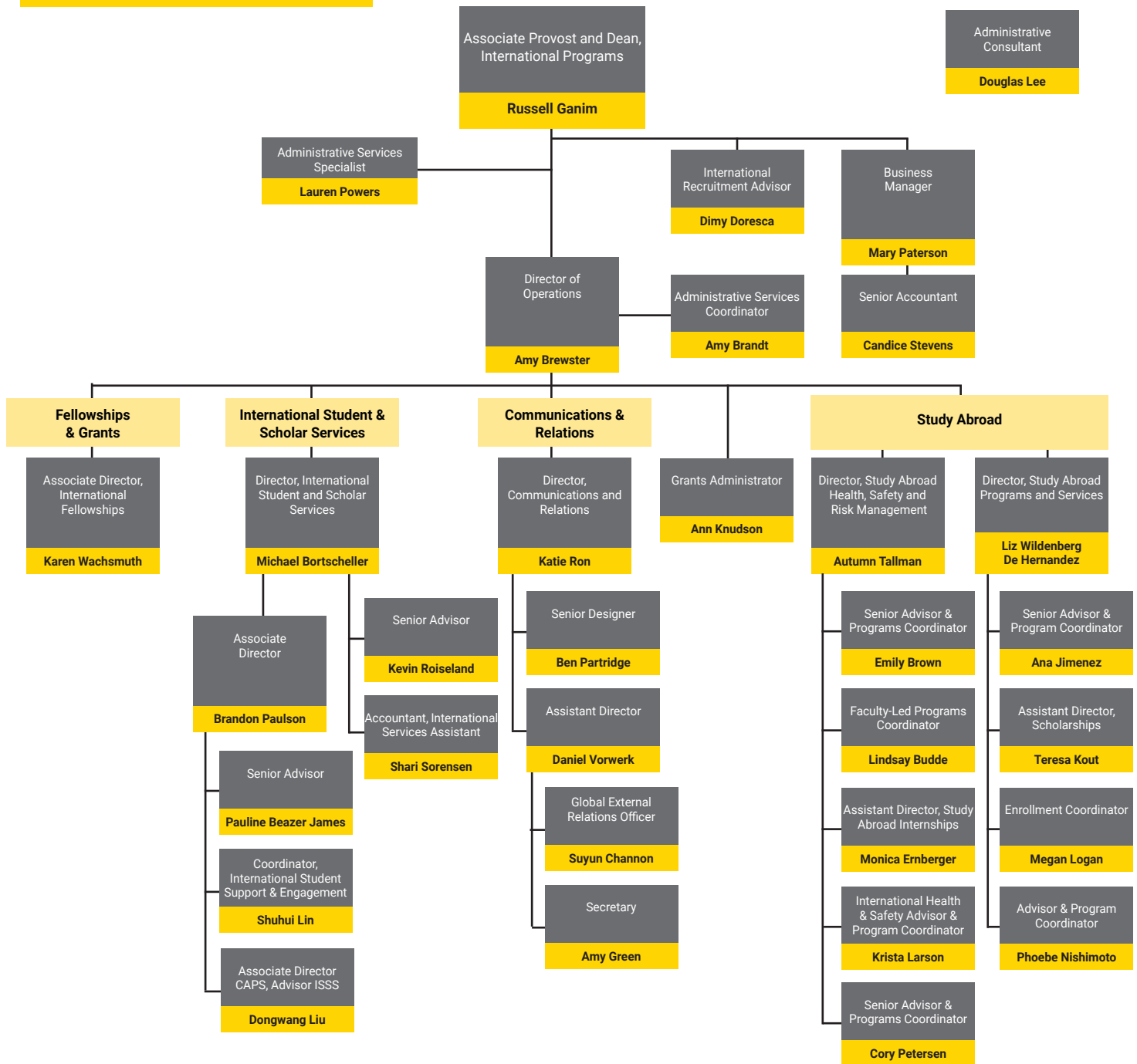
**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

- [\*Study Abroad\*](#) (SA): Works with many units around campus to serve students who complete part of their education abroad. SA partners with the global engagement offices in collegiate units to assist in their internal student mobility plans; with advising units across campus for collaboration in meeting academic needs of students; with the Office of Student Financial Aid for application of federal, institutional, and study abroad-specific aid; and with the Office of the Registrar for proper registration of study abroad students and processing of grades from abroad. Externally, SA partners with study abroad program providers and foreign universities that host UI students. They also partner with the Overseas Security and Advisory Committee for health, safety, and risk management components of international educational experiences. The University of Iowa partners with the insurance company Cultural Insurance Services International to cover students abroad, and collaborates with emergency services.

- [International Student and Scholar Services \(ISSS\)](#): Partners with many units across campus as part of its student support role. ISSS partners with global engagement offices in collegiate units, advising units across campus, Office of the Registrar, Threat Assessment Team, Office of the Ombudsperson, Pomerantz Career Center, Office of the Dean of Students, and University Counseling Service. Externally, ISSS engages with the U.S. Department of Homeland Security, U.S. Department of State, Student and Exchange Visitor Program, United States Citizenship and Immigration Service, and Congressional delegations.
- *Communications and Relations (C&R)*: Stays in close contact with the Office of Strategic Communications to exchange information, discuss best practices, and receive guidance on media relations and other communications. The C&R team also works closely with the UI Center for Advancement on alumni relations and donor stewardship, and through the International Advancement Committee. Externally, the director of the C&R team is a member of the BTAA International Marketing and Communications Peer Group, which meets regularly to share best practices, organize conferences, and discuss ways to further support the work of senior international officers.
- *IP Accounting and Financial Analysis*: Staff regularly communicate with the UICA, University Shared Services, Grant Accounting, Accounts Payable and Travel, Payroll, budget officers, college/department/division administrators and accounting contacts, study abroad providers, and external vendors.
- *IP Grants Office*: Staff offer assistance with a variety of tasks associated with the grant process. The office helps faculty and staff develop proposals for external funding in support of their research, teaching, and service goals, especially those related to IP's mission. The office also helps identify appropriate sources of external funding for individual projects. The Grants Office partners with the Division of Sponsored Programs, Office of Vice President for Research, grant accounting, grant administrators in collegiate units, and program officers at federal funding agencies.
- The *associate provost and dean* works closely with the Council of Deans, Provost's Leadership Team, and the President's Cabinet. The associate provost and dean partners externally with the BTAA Senior International Officers Group (SIO) (currently serving as chair), and professional societies such as the Association of International Education Administrators, Association of International Educators, Association of Public and Land-grant Universities, and American Association of Universities.
- *International Linkages and Partnerships*: IP has developed a central resource to support UI units that seek to establish meaningful institution-to-institution relationships for the benefit of university students, staff, and faculty. When they work optimally, such relationships bring a wide range of educational benefits, such as enabling both institutions' faculty and students to study and conduct research abroad. Major collaborations include those in Kosovo, Romania, India, Brazil, sub-Saharan Africa, Japan, Korea, and several countries in Western Europe.
- IP operates under a hub and spoke model within the Office of the Provost. This means the office provides central services beyond those offered by the various colleges. Consequently, its mission is unique and its structure avoids overlap with other units on campus.

# ASSOCIATE PROVOST AND DEAN OF INTERNATIONAL PROGRAMS

→ INTERNATIONAL.UIOWA.EDU



\*All individuals listed are 1 FTE, except for Dimy Doresca (.15 FTE), Doug Lee (.2 FTE), and Shari Sorensen (.6 FTE).

## Appendix I

### Associate Provost and Dean of International Programs

#### Organizational Chart (Text Only)

All individuals listed are 1 FTE, except for Dimy Doresca (.15 FTE), Doug Lee (.2 FTE), and Shari Sorensen (.6 FTE).

- Associate Provost and Dean, International Programs — Russell Ganim
  - Administrative Services Specialist — Lauren Powers
  - International Recruitment Advisor — Dimy Doresca (0.15 FTE)
  - Business Manager — Mary Paterson
    - Senior Accountant — Candice Stevens
  - Director of Operations — Amy Brewster
    - Administrative Services Coordinator — Amy Brandt
    - Grants Administrator — Ann Knudson
    - Fellowships & Grants
      - Associate Director, International Fellowships — Karen Wachsmuth
    - International Student & Scholar Services
      - Director, International Student & Scholar Services — Michael Bortscheller
        - Associate Director — Brandon Paulson
          - Senior Advisor — Pauline Beazer James
          - Coordinator, International Student Support & Engagement — Shuhui Lin
          - Associate Director CAPS, Advisor ISSS — Dongwang Liu
        - Senior Advisor — Kevin Roiseland
        - Accountant, International Services Assistant — Shari Sorensen (0.6 FTE)
    - Communications & Relations
      - Director, Communications & Relations — Katie Ron
        - Senior Advisor & Programs Coordinator — Ben Partridge
        - Assistant Director - Daniel Vorwerk
          - Global External Relations Officer — Suyun Channon
          - Secretary - Amy Green
    - Study Abroad
      - Director, Health, Safety and Risk Management — Autumn Tallman
        - Senior Advisor & Programs Coordinator — Amily Brown
        - Faculty-Led Programs Coordinator — Lindsay Budde
        - Assistant Director, Study Abroad Internships — Monica Ernberger
        - International Health & Safety Advisor & Program Coordinator — Krista Larson
        - Senior Advisor & Programs Coordinator — Cory Petersen
      - Director, Programs and Services — Liz Wildenberg De Hernandez
        - Senior Advisor & Program Coordinator - Ana Jimenez
        - Assistant Director, Scholarships — Teresa Kout
        - Enrollment Coordinator — Megan Logan
        - Advisor & Program Coordinator — Phoebe Nishimoto
  - Administrative Consultant — Douglas Lee (0.2 FTE)

**Unit:** Information Technology Services

**Primary purpose/goal of unit.**

To support campus technology needs. Information Technology Services (ITS) consists of seven departments: Administrative Information Systems (AIS), Enterprise Infrastructure (EI), Enterprise Services (ES), Information Security & Policy Office (ISPO), ITS Business & Administration (CIO Office), Office of Teaching, Learning, and Technology (OTLT), and Research Services (RS).

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

Information Technology Services supports the diverse technology needs of University of Iowa students, employees, and visitors. ITS provides technical support, resources, and services to help everyone at the UI work smarter, faster, and safer.

Major departments within ITS include:

- *Enterprise Infrastructure (EI)* has ultimate responsibility for university communications infrastructure and wired and wireless data networks, including all WiFi and cellular technologies; outside plant copper, fiber, and coaxial cable; in-building copper, fiber, and coaxial cable; communications closet infrastructure, access, and security; microwave, satellite, and other point-to-point communication infrastructure; wireless design, radio-frequency use, and deployment, including cellular sites and all radio frequencies; and all other communications infrastructure.
- *Enterprise Services (ES)* is the gateway for access to and information about ITS resources and services. ES works collaboratively with ITS and campus IT partners to identify, design, develop, and support technological solutions. ES manages the [ITS Help Desk](#), providing technical support to students, faculty, and staff, and [Extended Technical Support](#), which attends to the IT needs of departments across campus. It provides [messaging and collaboration tools](#), [telephone and voice services](#), [software licensing](#), [device-management](#), and [technology training](#). ES manages the [IT service and asset-management system](#) and is helping the campus [navigate evolving AI-powered tools](#) such as Microsoft Copilot. Its [Custom Solutions and Integrations team](#) provides custom software development and consulting.
- [Research Services \(RS\)](#) provides [user consultations](#) and assistance navigating research compliance, IRB, and other researcher facing processes. RS also provides grant support outlining institutional computational and storage resources and helps facilitate use of ACCESS resources. It offers [services for research and analysis](#) in high-performance computing (HPC) environments and interactive analysis environments. RS provides [storage services](#) specified for high availability, HPC, sharing and collaboration, and University of Iowa Hospitals and Clinics for research data storage and computation. [Workshops](#) taught by RS staff help researchers discover and use services.
- [Administration Information Systems \(AIS\)](#) provides IT solutions and services that enhance the operations of university units. AIS supports a diverse set of vended and locally developed enterprise applications.

AIS responsibilities include:

- Academic systems that support admissions, financial aid, student records, billing, advising, orientation, student success, faculty, and [teaching and learning efforts](#).
  - Human resource systems, including payroll, benefits, compliance, workforce operations, wellness, and talent acquisition.
  - Financial systems, including accounts payable, purchasing, asset management, budget, and accounting.
  - Research administrative systems that support sponsored programs, research compliance, the institutional review board (IRB), and animal care.
  - A suite of enterprise applications that are used broadly across campus, including [workflow](#), [communications](#), [event management](#), and [academic profiles](#).
  - Identity and access management (IAM) services including authentication, authorization, service provisioning, [electronic door access](#), ID card operations, and [emergency notification systems](#). The AIS Identity and Access Management (IAM) team has ultimate responsibility for all identity and access management infrastructure and services.
  - AIS builds and supports core data infrastructure, including the [campus data portal](#), the university data warehouse, and other enterprise database systems. In addition, AIS actively supports data initiatives through data governance, the promotion of data literacy/fluency, and a broad set of advanced [data-analytics solutions](#).
- The *Information Security and Policy Office (ISPO)* reports to the CIO and promotes implementation and use of secure information technology systems, services, and programs for the entire university, including the hospital. Educational materials for technology providers and security awareness programs for users are key components. The security office consults on issues of regulatory compliance, develops and shares industry best practices for security, leads critical information security services, coordinates security incident response and resolution, and facilitates development of IT policies for campus.
  - The [Office of Teaching, Learning, and Technology \(OTLT\)](#) delivers service management and support for [instructional technologies](#) used campus-wide, such as ICON, UICapture, Gradescope, Top Hat, Turnitin, Elements of Success, and more. The ITS [Learning Spaces Technology Team](#) provides consulting, training, and management of more than 300 technology-equipped learning spaces and designs and installs audio visual equipment in classrooms, labs, and meeting spaces. OTLT's [Research and Analytics Team](#) provides expertise in learning analytics and data insights, and partners in learning sciences research to cultivate teaching and learning excellence and support student success.
  - The *Office of the CIO* is the primary focal point for [campus-wide IT initiatives](#) and [policy](#). This department supports the ITS organization internally and the CIO in broader campus efforts, providing leadership and administrative support in finance, human resources, communication, and [IT project management](#).

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

[OneIT](#) unifies technology providers in Information Technology Service and distributed IT departments to provide core and common IT services broadly and to identify solutions when unique or discipline-specific solutions are needed. OneIT is involved as a strategic partner in nearly every activity on campus, from daily operational efforts to mission-critical initiatives. Customers and partners provide regular feedback

through interactions with technical support staff, consultations, trainings, and project collaborations. Self-assessments are conducted as part of the OneIT strategic planning process.

Services are described above.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities and any future staffing plans.**

ITS staff participate in strategic training opportunities that help to further skillsets important to the institution, including technical training, skills-based training, and leadership training.

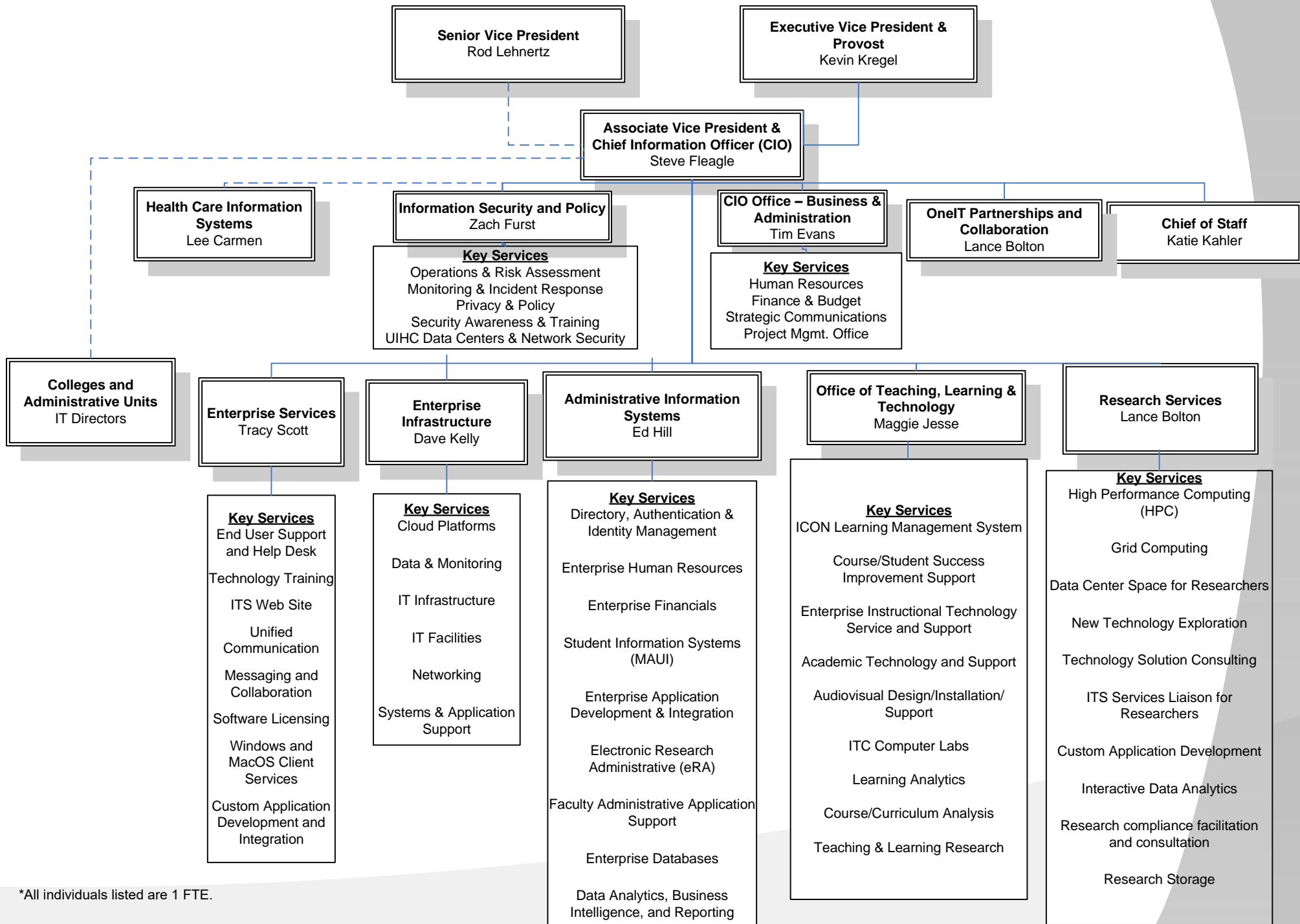
*Please see the attached org chart for Information Technology Services.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

In addition to partnerships listed in the previous sections, OneIT is engaged at the national level in consortia such as EDUCAUSE, UNIZIN, and the Common Solutions Group, as well as many role-based Big Ten Academic Alliance groups. OneIT also collaborates with Health Care Information Systems to provide some key services jointly, leveraging scale for efficiency and helping to create a seamless experience for technology users.

# The University of Iowa Information Technology Services Departmental Structure & Key Services

April 2025



\*All individuals listed are 1 FTE.

## Appendix J

### Information Technology Services

#### Departmental Structure & Key Services

April 2025

#### Organizational Chart (Text Only)

All individuals listed are 1 FTE.

- Associate Vice President & Chief Information Officer (CIO) — Steve Fleagle (reports to Executive Vice President and Provost with dotted line to Senior Vice President Rod Lehnertz)
  - Chief of Staff — Katie Kahler
  - CIO Office - Business & Administration — Tim Evans
    - Key Services
      - Human Resources
      - Finance & Budget
      - Strategic Communications
      - Project Management Office
  - OneIT Partnerships and Collaboration – Lance Bolton
  - Information Security and Policy — Zach Furst
    - Key Services
      - Operations & Risk Assessment
      - Monitoring & Incident Response
      - Privacy & Policy
      - Security Awareness & Training
      - UIHC Data Centers & Network Security
  - Enterprise Services — Tracy Scott
    - Key Services
      - End User Support and Help Desk
      - Technology Training
      - ITS Web Site
      - Unified Communication
      - Messaging and Collaboration
      - Software Licensing
      - Windows and MacOS Client Services
      - Custom Application Development and Integration
  - Enterprise Infrastructure — Dave Kelly
    - Key Services
      - Cloud Platforms
      - Data & Monitoring
      - IT Infrastructure
      - IT Facilities
      - Networking
      - Systems & Application Support
  - Administrative Information Systems — Ed Hill
    - Key Services
      - Directory, Authentication & Identity Management
      - Enterprise Human Resources
      - Enterprise Financials

- Student Information Systems (MAUI)
- Enterprise Application Development & Integration
- Electronic Research Administration (eRA)
- Faculty Administrative Application Support
- Enterprise Databases
- Data Analytics, Business Intelligence, and Reporting
- Office of Teaching, Learning & Technology — Maggie Jesse
  - Key Services
    - ICON Learning Management System
    - Course/Student Success Improvement Support
    - Enterprise Instructional Technology Service & Support
    - Academic Technology & Support
    - Audiovisual Design/Installation/Support
    - ITC Computer Labs
    - Learning Analytics
    - Course/Curriculum Analysis
    - Teaching & Learning Research
- Research Services — Lance Bolton
  - Key Services
    - High Performance Computing (HPC)
    - Grid Computing
    - Data Center Space for Researchers
    - New Technology Exploration
    - Technology Solution Consulting
    - ITS Services Liaison for Researchers
    - Custom Application Development
    - Interactive Data Analytics
    - Research compliance facilitation and consultation
    - Research Storage
- Dotted Line: Health Care Information Systems – Lee Carmen
- Dotted Line: Colleges and Administrative Units – IT Directors

**Unit:** Pentacrest Museums

**Primary purpose/goal of unit.**

The University of Iowa [Pentacrest Museums](#) are the UI Museum of Natural History and the Old Capitol Museum. The Pentacrest Museums serve to strengthen the vital role of both museums in the educational, research, and engagement missions of the university, enhancing the campus-wide focus on cultural and environmental richness.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

The Pentacrest Museums strengthen the role of museums in the university's educational, research, and engagement missions.

Key responsibilities include:

- Permanent and changing exhibits that highlight various aspects of history, culture, and natural science.
- Educational programming for students, researchers, and the general public, fostering lifelong learning and engagement.
- Maintenance and care of historic research collections, ensuring their preservation and accessibility for future generations.
- Hosting special events and activities that promote cultural and ecological awareness and community involvement.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

- *Gallery access:* The Pentacrest Museums provide access to museum galleries that illustrate the teaching goals and objectives of classes at the university and beyond. They provide tours that can be tailored to meet the needs of instructors, getting students out of their textbooks and classrooms into hands-on, experiential learning spaces. Staff monitor the effectiveness of these offerings by keeping track of class visits and services requested, with goals to increase usership.
- *Research collections access:* Access is provided to research collections via tours, time in the lab with selected items pulled, collections loans where items travel to classrooms, and virtual access. The Pentacrest Museums measure the effectiveness of these offerings, which support the campus community and researchers world-wide, by monitoring numbers of requests, visits, research projects, loans, and virtual queries.
- *Research collections care:* More than 140,000 objects are held in the Pentacrest Museums' collections. This requires specialized care including accessioning, deaccessioning, processing incoming/outgoing loans, maintaining collections data systems, exhibition support, preventative conservation care, records management, and emergency response and recovery.

- *Exhibit preparation:* Exhibits require attention in the way of installation, de-installation, packing, shipping, and receiving work and coordination of necessary staff and materials. Work also includes exhibition design and construction.
- *Campus and community programming:* The Pentacrest Museums offer a wide range of [museum programming](#). Factors in the evaluation of program effectiveness include participant numbers, participant feedback, resource input (staff time, cost), and the achievement of goals such as contributing to the success of the university's strategic plan objectives, quality of partnerships in program creation, and target audience engagement.

Examples of current programs include:

- Art and Write Night+
- Read on the Rug
- Study Hall+
- Piano Sundays+
- My Collections+
- Exhibition Spotlight+
- Tree Tours\*

The items marked with a "+" above have been found to be highly successful based on results of recent evaluations. Items marked with "\*" are being examined with consideration of potential cancellation or reworking.

**Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities.**

*See attached organizational chart for the Pentacrest Museums.*

**Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

The Pentacrest Museums place a priority on creating a culture of communication within the unit. All promotions, news items, and projects pass through the unit's communications specialist and director. This culture extends to partners both on and off campus. The unit's small size makes communication imperative to avoid overlap and/or duplication of effort and wasted resources. Divisions within the unit are each responsible for communicating with stakeholders as they relate to the division (e.g., Collections communicates with the Society for the Preservation of Natural History Collections).

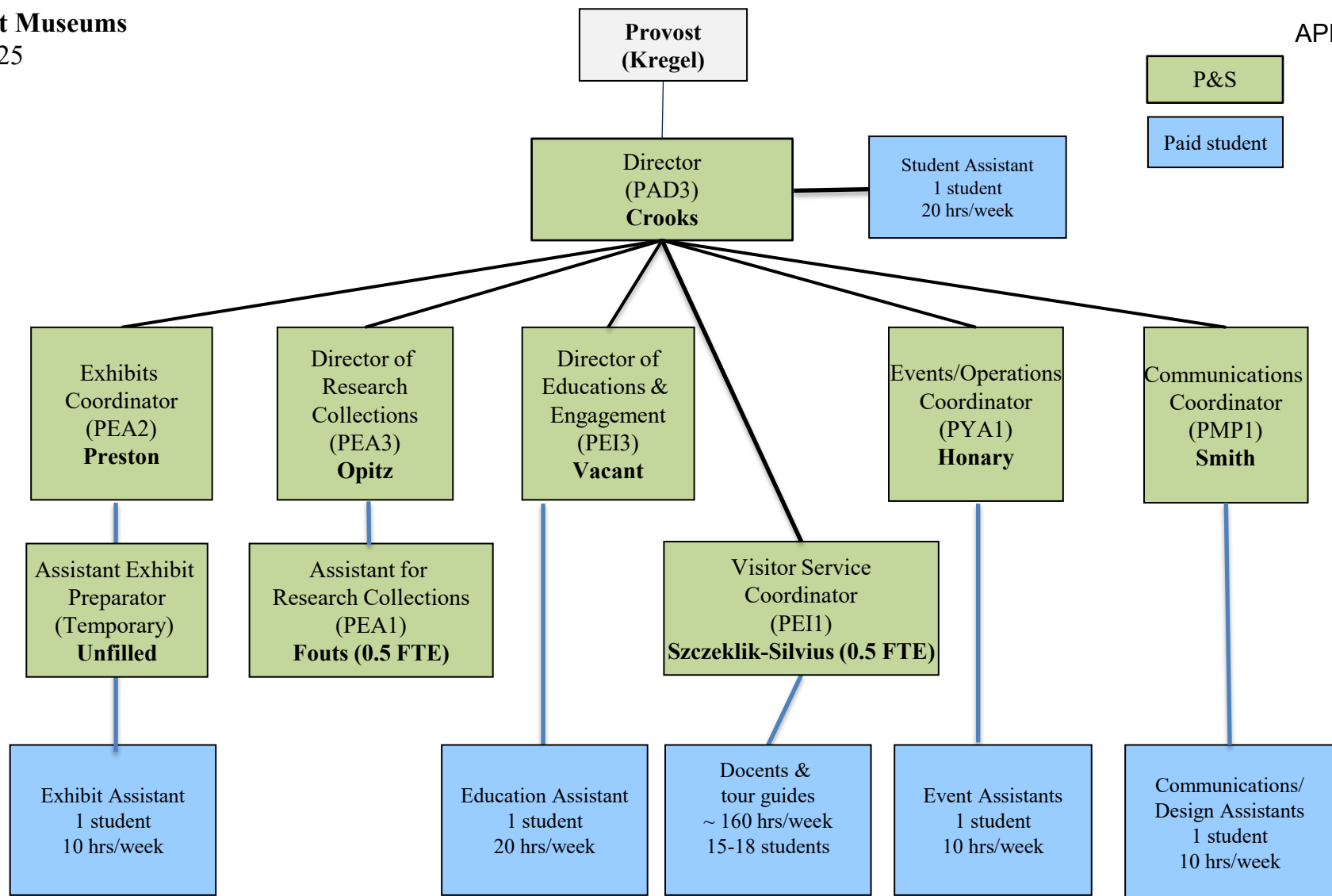
#### *External*

- Downtown Iowa City Cultural and Entertainment
  - Prairie Lights Bookstore
  - Kirkwood Community College
  - Iowa Museum Association
-

- Iowa Public Television
- Association of Academic Museums & Galleries
- American Association for Anatomy
- Society for the Preservation of Natural History Collections
- International Panoramic Council
- Anne Frank House, Amsterdam, Netherlands

*Internal*

- Offices of the President, Provost, and Vice President for Research
- UI Center for Advancement & Iowa Magazine
- Office of Strategic Communication
- Office of the State Archeologist
- Office of Sustainability
- Facilities Management
- Human Resources, including LiveWell and Discover Your University
- Office of Student Life
- Galleries, Libraries, and Museums (GLAM), including the Libraries and Stanley Museum of Art
- College of Education, including UI WILD and UI REACH programs
- College of Liberal Arts and Sciences
  - Anthropology
  - Earth and Environmental Science
  - Performing Arts at Iowa, including the divisions housed within
  - World Languages, Literature, and Cultures
- International Programs



**Interns (for course credit), service-learning students, & volunteers**  
10 – 15 each semester across all museum functions

\*All individuals listed are 1 FTE unless otherwise noted.

## Appendix K

### UI Pentacrest Museums

#### Organizational Chart (Text Only)

Updated 1/2025

All individuals listed are 1 FTE unless otherwise noted

- Director (PAD3) — Liz Crooks (reports to Provost — Kevin Kregel)
  - Student Assistant — 1 student, 20 hrs/week
  - Exhibits Coordinator (PEA2) — Preston
    - Assistant Exhibit Preparator (Temporary) — Unfilled
      - Exhibit Assistant — 1 student, 10 hrs/week
  - Director of Research Collections (PEA3) — Opitz
    - Assistant for Research Collections (PEA1) — Fouts (0.5 FTE)
  - Director of Education & Engagement (PEI3) — Vacant
    - Education Assistant — 1 student, 20 hrs/week
  - Events/Operations Coordinator (PYA1) — Honary
    - Event Assistants — 1 student, 10 hrs/week
  - Communications Coordinator (PMP1) — Smith
    - Communications/Design Assistants — 1 student, 10 hrs/week
  - Visitor Service Coordinator (PEI1) — Szczeklik-Silvius (0.5 FTE)
    - Docents & tour guides, ~160 hrs/week 15-18 students
- Interns (for course credit), service-learning students, & volunteers — 10-15 each semester across all museum functions

**Unit:** Stanley Museum of Art

**Primary purpose/goal of unit**

The [Stanley Museum of Art](#) (The Stanley) welcomes the University of Iowa community, all Iowans, and the world to discover and enjoy extraordinary works of art, explore new ideas, and cultivate new insights into history, culture, and the act of creation.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

The Stanley:

- Supports cross-disciplinary education at the University of Iowa and at nearby schools and institutions of higher learning by providing opportunities for immersive, object-centered teaching and learning.
- Conducts and supports art-based research that advances scholarship and general knowledge.
- Enriches the student experience at the university and quality of life in the surrounding region with art programs that educate, entertain, and promote wellness.
- Enhances the reputation of the university as a world-class research university through exhibitions that garner international attention and through innovative practices that lead the museum field.
- Advises campus partners and government officials in Iowa on matters related to art.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

The Stanley provides the following services and programs:

- *Collection Stewardship:* Cares for an irreplaceable collection of nearly 18,000 artworks that belong to the university and the state of Iowa.
- *Academic Outreach and Support:* Supports roughly 200 university courses each year through class visits and museum-based assignments.
- *Research:* Conducts and supports original research on art and museums.
- *Curatorial work:* Creates and displays excellent art exhibitions that support the museum's educational mission, draw visitors to Iowa City, and garner international attention.
- *K-12 Programs:* Trains and maintains a corps of skilled, volunteer docents who welcome 4,000 school children and teachers to the museum each year.
- *Public Programs:* Each year, the museum offers nearly 100 high-quality, art-focused public programs for university students, adults, and children.
- *Institutional Advancement:* As a high-profile unit of the university with a beautiful new building and a world-class art collection, the Stanley serves as a gathering space and focal point for campus-wide institutional advancement.

**Staffing.** Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities and any future staffing plans.

*See attached organizational chart for the Stanley Museum of Art.*

**Partnerships.** List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.

*Communication:* Staff members meet regularly with all partners, and follow up with emails to keep collaborations on track.

Faculty members and librarians sit or have sat on The Stanley committees, including the Collections Committee and the Exhibition Planning Committee. The Stanley staff sit on campus boards, committees, and working groups including the Council on Disability Awareness, the Campus Planning Committee, the Obermann Working Group on Museums, the Iowa Hillel Board, and others.

### *Campus Partners*

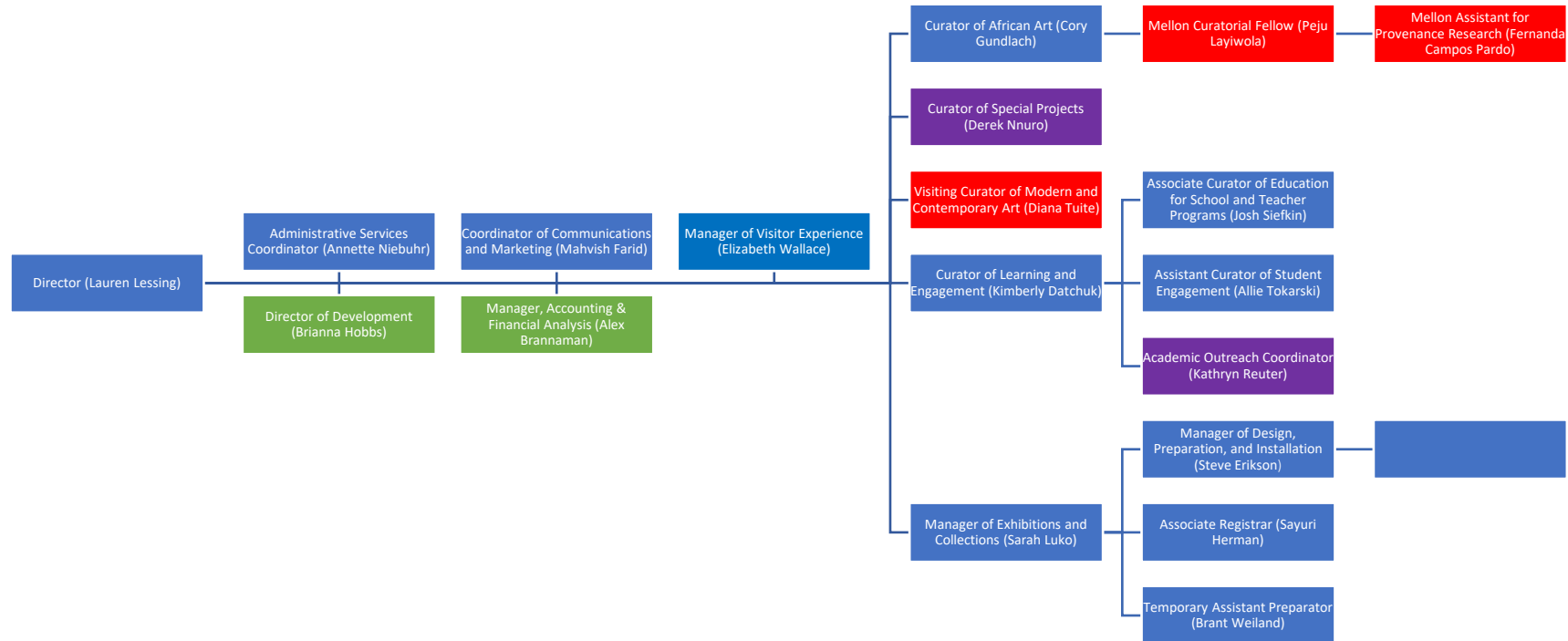
- Collaborates with faculty and supports courses in the College of Liberal Arts and Sciences (CLAS), Carver College of Medicine, College of Engineering, College of Education, College of Pharmacy, Tippie College of Business, College of Law, College of Nursing, and College of Public Health.
- As part of the campus GLAM (Galleries, Libraries and Museums) consortium, collaborates and shares resources with the University Library (particularly the Special Collections department) and the Pentacrest Museums. Shares a staff position with the Library. The Stanley is developing plans to deepen its collaboration with the Pentacrest Museums through a shared collections database, shared grant-writing services, shared academic and K-12 outreach, and shared software for gathering visitor data and enhancing visitor experience.
- Partners with the Obermann Center for Advanced Studies to create museum programs for faculty and students.
- Partners with the State Archaeologist's Office on provenance research, restitution/repatriation, and Native American Graves Protection and Repatriation Act (NAGPRA) issues, as well as an upcoming student-curated exhibition linked to an upper-level Anthropology course.
- Partners with the College of Education and the School of Library and Information Science on in-depth outreach to K-12 educators in Iowa City.
- Partners with Hancher Auditorium and Performing Arts and Engagement to create programs that enhance music, dance, and theatre productions.
- Partners with the Iowa Writers' Workshop and other writing programs to produce publications, such as *In a Time of Witness*, and work with them to offer ekphrastic writing workshops in our galleries.
- Host programs for the Grant Wood Art Colony.
- Faculty in the School of Art and Art History serve as adjunct curators at the museum; curators at the museum serve as adjunct faculty in CLAS. The Stanley's Curator of Africa Art is chair of the African Studies Program.

- Partner with the Office of International Programs on the research, study, and presentation of African art.

### *Community Partners*

- Partners with art and culture organizations in the Iowa City metropolitan area, including FilmScene, the Iowa City Public Library, Public Space One, Prairie Lights, Iowa City Poetry, and many others.
- Partners with the Iowa City Consolidated School District on the school visit program, art projects in the schools, and the exhibition, *To My Friends at Horn: Keith Haring and Iowa City*.
- Collaborates with other museums in Iowa including the Figge Art Museum, museums at Iowa State University and the University of Northern Iowa, Des Moines Art Center, and Cedar Rapids Museum of Art.

## UI Stanley Museum of Art Organizational Chart



**Key**

- ❖ Blue=Stanley Museum of Art positions
- ❖ Purple=Positions shared with other campus units
- ❖ Green=Non-museum positions
- ❖ Red=Positions with temporary funding

## Appendix L

### UI Stanley Museum of Art

#### Organizational Chart (Text Only)

- Director — Lauren Lessing
  - Administrative Services Coordinator — Annette Niebuhr
  - Coordinator of Communications and Marketing — Mahvish Farid
  - Manager of Visitor Experience — Elizabeth Wallace
  - Director of Development — Brianna Hobbs (non-museum position)
  - Manager, Accounting & Financial Analysis — Alex Brannaman (non-museum position)
  - Curator of African Art — Cory Gundlach
    - Mellon Curatorial Fellow — Peju Layiwola (temporary funding)
    - Mellon Assistant for Provenance Research — Fernanda Campos Pardo (temporary funding)
  - Curator of Special Projects — Derek Nnuro (position shared with other campus unit[s])
  - Visiting Curator of Modern and Contemporary Art — Diana Tuite (temporary funding)
  - Curator of Learning and Engagement — Kimberly Datchuk
    - Associate Curator of Education for School and Teacher Programs - Josh Siefkin
    - Assistant Curator of Student Engagement — Allie Tokarski
    - Academic Outreach Coordinator — Kathryn Reuter (position shared with other campus unit[s])
  - Manager of Exhibitions and Collections — Sarah Luko
    - Manager of Design, Preparation, and Installation — Steve Erikson
      - Associate Preparator — Alexa Janezic
    - Associate Registrar — Sayuri Herma
    - Temporary Assistant Preparator — Brant Weiland

**Unit:** University Libraries

**Primary purpose/goal of unit.**

[University Libraries](#) (Libraries) advances direct engagement in learning, research, creative work, and clinical care through staff expertise and exceptional collections for the campus and worldwide. The Libraries play an integral role on campus, within the state of Iowa, and on a global level in providing information resources, services, and instruction to University of Iowa faculty, students, staff, and others.

**Responsibilities. List key responsibilities and any policy oversight. Provide a brief description for each.**

Broadly defined, the Libraries' services assist users in accessing information resources needed for academic, creative, and research success. These activities represent the core of the Libraries' work on campus. It is because of expert staff—librarians, other professionals, and Merit staff—that the Libraries can support the strategic goals of the university so well. Even though the Libraries' numbers are small compared to peer institutions, staff are routinely recognized for their outstanding instruction and service.

University Libraries also builds and stewards a robust comprehensive collection to support research, teaching, and learning—a multi-faceted endeavor that commands substantial funding and staff resources. Digital resources are commonplace, and many aspects of collections management are evolving rapidly. So, too, the scholarly publishing ecosystem continues to evolve, and it is a priority to ensure the information resources required by students, faculty, and others are available.

The Libraries' goals as defined in its 2022–2027 Strategic Plan are to:

- Provide quality spaces, services, and resources to support student success.
- Support high-impact research for faculty, staff, and students.
- Engage with library users and communities to provide high-quality information and opportunities that expand education, improve health, and enhance economic development.

**Services and programs. List and describe primary services and programs offered. Provide a brief statement on assessment of effectiveness and perceived strengths and weaknesses.**

*Programs and services in support of student success*

- Librarians partner with faculty to embed information literacy and research methodology instruction into the curriculum
  - Development of Open Educational Resources (OER), which are teaching, learning, and research resources that are free of cost and access barriers
  - Practicum experiences offered for programs such as the UI School of Library and Information Science and Center for the Book
  - Student employment opportunities in the Libraries prepare graduates to be successful in future careers
  - Technology-enabled library spaces offer study environments for individuals and groups
-

### *Programs and services in support of research excellence*

- Librarians serve as liaisons to, or are embedded in, academic departments across campus, which aids in development of Libraries collections and information resources that meet the needs of campus researchers
- The BIG Collection initiative strives to make the collections of all 19 Big Ten Academic Alliance libraries easily accessible to Iowa researchers
- Special Collections and Archives is home to unique, rare, and primary source materials
- Open access initiatives allow for paywall-free access to the research output of university faculty and others
- Several Libraries units provide customized research support to faculty, graduate students, and other researchers. Examples include generation of systematic review of the literature, support for creation of digital scholarship resources, and development of data management, access, and preservation plans.

### **Staffing. Attach an org chart indicating title and FTE for each position. Provide a brief statement describing training opportunities and any future staffing plans. Org**

University Libraries comprises the Main Library, the Hardin Library for the Health Sciences, the Pomerantz Business Library, the Lichtenberger Engineering Library, the Rita Benton Music Library, the Art Library, and the Sciences Library.

The Libraries have engaged in several workforce planning exercises to ensure staff are deployed appropriately as well as to identify new positions required to support the strategic plan. Professional development funds are provided for staff and other training is provided on an as needed basis. The Libraries also rely heavily on campus training and leadership development initiatives.

*See attached organizational chart for the University Libraries.*

### **Partnerships. List key interactions with other offices internal and external to the university and provide a brief description for each. Provide a brief statement on ways the unit maintains effective communications, cooperation, and coordination and how it avoids overlap in functions and responsibilities of other units.**

The Libraries have a variety of partnerships both on- and off-campus. Some of these partnerships are managed within a single Libraries department while others are coordinated via the organization's leadership framework and governance structure. Some of the external relationships also overlap with professional development opportunities for Libraries staff. Starting in 2025, there are plans to deepen partnerships with campus units that impact student success (i.e., Academic Resource Center/ARC).

### *Campus Partnerships and Outreach*

- School of Library and Information Science (SLIS)
  - Center for the Book
  - Collaborations with the Stanley Museum of Art and the Pentacrest Museums
-

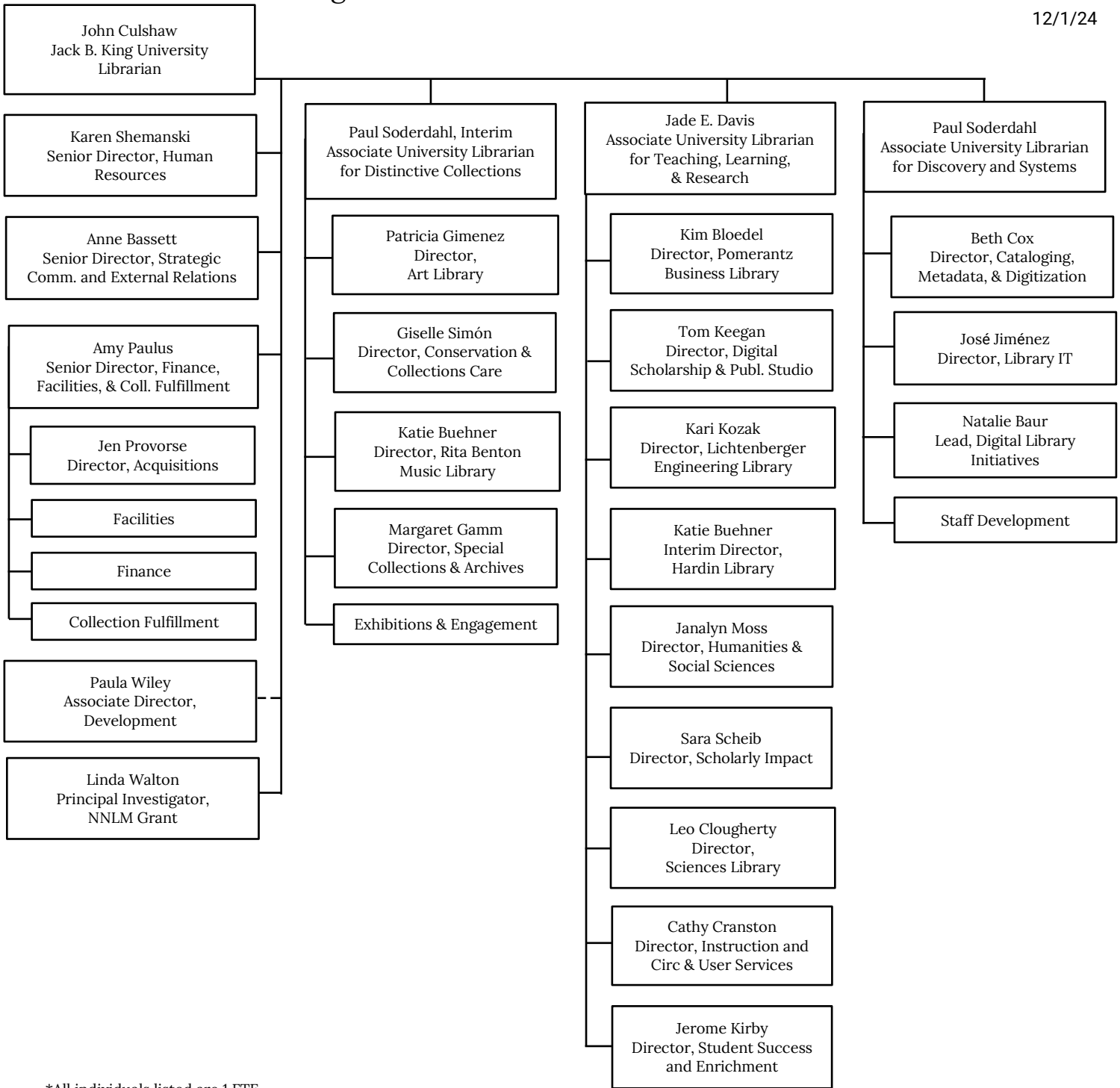
- Collaborations with campus partners in support of student programs
- Community, state, and regional outreach and engagement
- Iowa Board of Regents Committee on Library Cooperation
- Iowa City UNESCO City of Literature
- FilmScene
- Iowa Conservation and Preservation Consortium
- Region 6 Office of the Network of the National Library Medicine (NNLM)

*National Organization and Professional Relationships*

- Association of Research Libraries
- Coalition for Networked Information
- SPARC: Scholarly Publishing and Academic Resources Coalition
- Big Ten Academic Alliance Center for Library Programs
- Center for Research Libraries

Organization Chart

12/1/24



\*All individuals listed are 1 FTE.

## Appendix M

### University Libraries

#### Organizational Chart (Text Only)

12/1/2024

All individuals 1 FTE

- Jack B. King University Librarian — John Culshaw
  - Senior Director, Human Resources — Karen Shemanski
  - Senior Director, Strategic Communications & External Relations — Anne Bassett
  - Senior Director, Finance, Facilities, & Collection Fulfillment — Amy Paulus
    - Director, Acquisitions – Jen Provorse
    - Facilities
    - Finance
    - Collection Fulfillment
  - Interim Associate University Librarian for Distinctive Collections — Paul Soderdahl
    - Director, Art Library — Patricia Gimenez
    - Director, Conservation & Collections Care — Giselle Simón
    - Director, Rita Benton Music Library — Katie Buehner
    - Director, Special Collections & Archives — Margaret Gamm
    - Exhibitions and Engagement
  - Associate University Librarian for Teaching, Learning, & Research — Jade E. Davis
    - Director, Pomerantz Business Library — Kim Bloedel
    - Director, Digital Scholarship & Publishing Studio — Tom Keegan
    - Director, Lichtenberger Engineering Library — Kari Kozak
    - Interim Director, Hardin Library — Katie Buehner
    - Director, Humanities & Social Sciences — Janalyn Moss
    - Director, Scholarly Impact — Sara Scheib
    - Director, Sciences Library — Leo Clougherty
    - Director, Instruction and Circulation & User Services — Cathy Cranston
    - Director, Student Success and Enrichment — Jerome Kirby
  - Associate University Librarian for Discovery and Systems — Paul Soderdahl
    - Director, Cataloging, Metadata, & Digitization — Beth Cox
    - Director, Library IT — José Jiménez
    - Lead, Digital Library Initiatives — Natalie Baur
  - Associate Director, Development — Paula Wiley (dotted line)
  - Principal Investigator, NNLM Grant — Linda Walton