



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

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March 6, 2024

Tanya Uden-Holman
Associate Provost for Undergraduate Education
Dean, University College

Dear Dean Uden-Holman:

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

Due to the structure of University College, an abbreviated review was completed that focused on the following questions:

1. Does University College optimally deploy instructional resources to achieve the UI strategic plan objectives of:
 - a. supporting undergraduate student learning?
 - b. cost containment through efficiency and innovation?
2. Does University College:
 - a. tactically work to align collegiate resources and messaging with important needs within the state of Iowa?
3. Does the organizational structure:
 - a. align in a way that is most efficient and effective, or would a different organizational structure be appropriate?
 - b. support the needs and requirements of the online BAS and BLS degree programs?
 - c. provide appropriate oversight for off-campus facilities/programs (e.g., Lakeside Laboratory, the Kirkwood Regional Center, Iowa Center for Higher Education)?

The Collegiate Review Committee examined the college's 2023 self-study and conducted interviews with institutional leadership and University College's dean, leadership team (including associate deans, budget officer, and unit directors), and other campus partners and constituents. The dean received the review report on December 14, 2023 and was asked to review and respond with any factual errors. A response was submitted on December 19, 2023 providing several factual corrections which were incorporated into the final review report.

The review team identified many strengths in areas that were addressed in the report. They are as follows:

Strengths

- Proactive focus on student success
- Strong collegiate and unit leadership
- Collaboration among programs within University College as well as across campus
- Innovative approaches and partnerships to serve students across the entire university

The Collegiate Review Committee also provided several recommendations, which are below:

Opportunities

- Additional collaboration within University College and beyond to align student success initiatives for increased scale and impact
- Continue to strive for student and faculty success as a primary mission
- Further conversations for continued alignment with colleges across campus
- Explore various models for expanding services (e.g., a fee-based service for media and technology services, particularly within Distance and Online Education) to support enhanced undergraduate learning and provide additional resources to University College to further expand opportunities for student success
- Continue utilizing a data-driven approach in assessing collegiate activities

After reviewing the Collegiate Review Committee Report and University College's self-study and response, I have the following observations and recommendations:

- University College is well-respected by other colleges and units for its commitment to teaching and learning and for its collaboration across campus. The college should continue to develop and enhance campuswide partnerships to ensure alignment and not duplication of student support services. These partnerships will increase efficiencies of programming and communications.
- Student demand for online courses continues to grow. This trend provides an opportunity to expand online course offerings to students on- and off-campus. Given University College's established partnerships and its expertise in online education and instructional design, it is well-positioned to lead efforts to meet this demand. This would also benefit the BAS/BLS degree programs as the college works to provide these students with online course offerings that are housed across colleges. In consultation with the Office of the Provost and University College leadership, Distance and Online Education should review current practices, survey peers to assess the structure and reporting location of their online programs, and develop recommendations that would enhance online education at Iowa.
- University College provides many important student-support services and should explore the possibility of using technology to maximize the sharing of information across various offices related to student concerns/needs. Having an integrated system would provide those interacting with students a more comprehensive picture of the student's engagement.
- University College's instructional design expertise is in high demand and the college should consider incorporating a fee-for-service approach for non-GEF generating programs (e.g., Tippie's Professional MBA).

I ask that you work with University College's leadership team, in consultation with your staff, to develop and implement plans to address the recommendations above and incorporate them into University College's strategic plan.

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

Sincerely,

A handwritten signature in black ink, appearing to read "K. Kregel", with a stylized, cursive script.

Kevin C. Kregel, PhD
Executive Vice President and Provost

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