

Contact: Diana Gonzalez

**REQUEST TO APPROVE THE 2010 – 2016 BOARD OF REGENTS STRATEGIC PLAN**

**Action Requested:** Consider approval of the 2010 – 2016 Board of Regents Strategic Plan.

**Executive Summary:** In June 2008, the Board identified development of its new Strategic Plan as one of the four key initiatives. As part of its strategic planning process, the Board selected a strategic planning facilitator who conducted an environmental scan for the state of Iowa. The scan included information about the socio-economic role of higher education in the state, the country, and the world. The report, titled "Connecting Higher Education with the Future of Iowa, available on the Board of Regents website<sup>1</sup>, was presented to the Board and key institutional leaders and Board Office staff.

Following the environmental scan, the Board conducted two workshops to obtain input about the role of public higher education in the state of Iowa and strategic issues regarding academic medicine from key stakeholders, including Governor Chet Culver.

In order to address the strategic issues identified by the environmental scan and the stakeholder workshops, the Board selected three priority issues – (1) access, affordability, and student success; (2) educational excellence and impact; and (3) economic development and vitality.

Goals, accountability measures, and targets have been identified to contribute to the accomplishment of the three priority areas in the Strategic Plan. Through partnerships with the state, the Iowa business community, and with institutions and organizations across the country and the world, the Regent Enterprise will address state needs and position itself to be a recognized leader in public higher education and education for students who are deaf or hard of hearing and blind or visually impaired.

The proposed 2010 – 2016 Board of Regents, State of Iowa, Strategic Plan is attached. This plan focuses on the broad direction for the Regent Enterprise during the next six years. Throughout the process of developing the goals, accountability measures, and targets, the Board Office staff met with institutional heads and their leadership teams to obtain input and feedback.

Following approval of the Strategic Plan, the Board Office will implement a plan to inform citizens of the State of Iowa about the Strategic Plan, including town hall meetings across the state and Internet communication.

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<sup>1</sup> <http://www.regents.iowa.gov/Meetings/DocketMemos/08Memos/oct3008/IowaOct302008.pdf>.



BOARD OF REGENTS, STATE OF IOWA  
2010 – 2016 STRATEGIC PLAN

TRANSFORMING LIVES.  
STRENGTHENING IOWA THROUGH EDUCATION, RESEARCH, AND SERVICE.

MEMBERS OF THE BOARD OF REGENTS, STATE OF IOWA

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University of Northern Iowa – Benjamin Allen, President  
Iowa School for the Deaf – Jeanne Prickett, Superintendent  
Iowa Braille and Sight Saving School – Patrick Clancy, Superintendent

Iowa Lakeside Lab Regents Resource Center – Milford, IA  
Quad-Cities Graduate Center – Rock Island, IL  
Southwest Iowa Regents Resource Center – Council Bluffs, IA  
Tri-State Graduate Center – Sioux City, IA



## YOUR BOARD OF REGENTS

Demonstrating public accountability and effective stewardship

Iowa's public institutions and centers share a common focus – enhancing the quality of life in Iowa and beyond through education, research, and service.

These exceptional institutions educate Iowans from all 99 Iowa counties on their campuses and in communities statewide. Through their education and outreach programs, they serve lifelong learners, families, K-12 educators, entrepreneurs, employers, nonprofit organizations, medical patients, and many others. The Regent special schools transform the lives of visually-impaired and hearing-impaired children through education and independent living skills. Iowa's public universities generate cutting-edge research and scholarship in areas ranging from agriculture to the biosciences to health care.

The Board of Regents, nine citizen volunteers dedicated to maintaining the trust and managing the investment Iowans have placed in the Regent institutions, govern the institutions. To fulfill their obligations to Iowans, the Regents have used strategic planning to create a long-term vision of the Board and the institutions; to establish the course by which the Board and the institutions will achieve that vision; and to maintain strategic focus and high-quality programs for the future.

Why is this important to Iowans? The Board's strategic plan, in concert with the strategic plans of the individual institutions, enables the Regent system to carry out its mission effectively, efficiently, and to the benefit of all citizens. As the needs of Iowans change, as funding sources fluctuate, and as new discoveries spark exciting opportunities, the Board of Regents will work to ensure that its institutions continue to serve our state, nation, and world.

On behalf of the Board of Regents, I thank you for this opportunity to serve Iowans.

David W. Miles  
President



## THE BOARD OF REGENTS, STATE OF IOWA Governing Iowa's three public universities and two special schools

The Board of Regents, State of Iowa, is a group of nine citizens who govern five public educational institutions in the state through policymaking, coordinating, and oversight. The Board enhances the quality of life of Iowans by maintaining the educational quality, accessibility, and public service activities of Iowa's three public universities, the University of Iowa, Iowa State University, and the University of Northern Iowa, and two special schools, Iowa School for the Deaf and Iowa Braille and Sight Saving School.

The Board's nine members are citizen volunteers appointed by the Governor and confirmed by the Iowa Senate to serve six-year terms. They elect one member to serve as president and another to serve as president pro tem for two-year terms. According to Iowa law, one member must be a full-time undergraduate or graduate student at one of the public universities at the time of his or her appointment, and not more than five members can be of the same political party. Gender balance is also required.

The Board meets approximately eight times a year at the five public institutions or other locations around the state. The meetings are open to the public except when Iowa's open meeting law allows closed sessions for specific reasons, such as the discussion of personnel matters.

The Board is statutorily authorized by Iowa Code Chapter 262, which states that the Board is responsible to "have and exercise all the powers necessary and convenient for the effective administration of its office and of the institutions under its control."

### THE OVERARCHING RESPONSIBILITIES OF THE BOARD OF REGENTS INCLUDE:

- ◆ Creating strategic plans for the Board and approving mission statements and strategic plans for the institutions, as well as monitoring progress on those goals.
- ◆ Creating policy and monitoring implementation of broad policies by the Regent institutions; continually reviewing and improving administrative processes.
- ◆ Reviewing and approving academic programs.
- ◆ Approving budgets, tuition and fees, capital projects, bonding, investment policies, and other business and financial matters.
- ◆ Hiring and evaluating performance of the three university presidents, two special school superintendents, and executive director.
- ◆ Maintaining oversight on matters related to personnel and employment relations; administering and coordinating collective bargaining activities.
- ◆ Serving as trustees of the University of Iowa Hospitals and Clinics.
- ◆ Monitoring and coordinating legislative matters and interactions with other state agencies.
- ◆ Conducting studies and investigations, either alone or in association with the Regent institutions and other agencies, and reporting findings and recommendations.



## MISSION (OUR FUNDAMENTAL PURPOSE)

The Board of Regents, working through Iowa's public universities and special schools:

- ◆ Provides high-quality accessible education to students.
- ◆ Engages in high-quality research, scholarship, and creative activities to enhance the quality of life for Iowans and society in general.
- ◆ Provides needed public services.
- ◆ Creates and supports economic development in partnership with public and private sectors.

## VISION (OUR PREFERRED FUTURE)

The Board of Regents strives to provide effective and quality public education for the citizens of Iowa.

- ◆ The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research, and learning.
- ◆ The Regent Enterprise will be recognized among the nation's leading systems of public universities for:
  - Excellence in undergraduate, graduate, and professional education;
  - Leadership in meeting state, regional, national, and global needs through quality undergraduate, graduate, professional, extension, and outreach programs, research, and service.
- ◆ The Regent Enterprise will also be recognized for its excellence in meeting the needs of students who are blind or visually impaired and deaf or hard of hearing.



## CORE VALUES/PRINCIPLES (OUR IDEALS)

The Board of Regents is committed to:

- ◆ Academic freedom
- ◆ Academic quality
- ◆ Access and student success
- ◆ Civility
- ◆ Collaboration
- ◆ Continuous improvement
- ◆ Diversity among faculty, staff, and students
- ◆ Ethical behavior
- ◆ Honesty
- ◆ Intellectual development and creativity
- ◆ Open, effective communication
- ◆ Public accountability, stewardship, and service
- ◆ Transparency

## CULTURE (OUR CUSTOMS AND PRACTICES)

The Board of Regents and its institutions nurture environments, consistent with their core values, which are characterized by the following:

- ◆ Passion for learning that enables individuals to achieve their full potential and enhances quality of life
- ◆ Academic freedom that stimulates creativity, inquiry, and the advancement of knowledge
- ◆ Leadership in demonstrating the highest levels of integrity, honesty, ethics, and civil discourse in all activities
- ◆ Collaboration and coordination across the Regent Enterprise and with other institutions and organizations, both public and private, to meet the needs of Iowans
- ◆ Respectful interaction among members of diverse backgrounds, culture, and beliefs in nurturing environments which promote critical thinking, free inquiry, open communication, and broad participation.
- ◆ Effective communications that inform citizens of the roles, value, and impact of the Board and its institutions
- ◆ Governance that demonstrates effective, accountable service to the public through strategic planning, hiring of and delegation to presidents and superintendents, responsible oversight, and effective stewardship of resources
- ◆ Recruiting, retaining, and developing outstanding faculty



## STRATEGIC PLAN PRIORITIES

The Regent Enterprise serves Iowa, its citizens, and the world by being a recognized leader through these priorities:

- I. Access, Affordability, and Student Success
- II. Educational Excellence and Impact
- III. Economic Development and Vitality

## STRATEGIC PLAN GOALS, ACCOUNTABILITY MEASURES, AND TARGETS

The Board has identified the following goals, accountability measures, and targets to accomplish the three priorities:

Goal 1. Iowa's public universities shall be affordable to all academically qualified Iowa residents.

Accountability Measure. Trend data on the percentage of undergraduate resident tuition set-aside revenue allocated to students who demonstrate the most need (eligible to receive the maximum Pell award).

Target. The amount of undergraduate resident tuition set-aside revenue for students who demonstrate the most need (eligible to receive the maximum Pell award) will increase commensurate with tuition increases and by an additional 6% at each of Iowa's public universities by 2016.

Goal 2. Iowa's public universities will increase the degree attainment of underrepresented minority students.

Accountability Measure. Trend data of the six-year graduation rates of Iowa's public university underrepresented racial/ethnic minority students compared to non-minority students.

Target. Close the gap between the six-year graduation rates of underrepresented minority students and non-minority students by 50% at each of Iowa's public universities by 2016.

Goal 3. Iowa's public universities will increase the percent of undergraduate students who graduate within four years.

Accountability Measure. Trend data of percent of students in each year's cohort who graduate from each of Iowa's public universities in four years.

Target. Increase the four-year graduation rate at each of Iowa's public university to the median of its peer group or 40%, which is greater, by 2016.



Goal 4. Iowa's public universities shall increase distance education opportunities for life-long learning especially for place-bound and non-traditional students in Iowa to support their educational and professional goals and enhance their quality of life.

Accountability Measure. Trend data of the number of students enrolled in credit courses available through distance education.

Target. Increase the number of students enrolled in credit courses available through distance education at each of Iowa's public universities by 15% by 2016.

Goal 5. The Iowa Braille and Sight Saving School and the Iowa School for the Deaf shall meet or exceed state academic standards in reading and mathematics.

Accountability Measure. Trend data on the proportion of Iowa Braille and Sight Saving School and Iowa School for the Deaf students who meet or exceed state academic standards in reading and mathematics.

Target. Increase by 15% the number of students at the Iowa School for the Deaf and the Iowa Braille and Sight Saving School and (in conjunction with other partners) the number of students who are served by Statewide Vision Services who meet or exceed state academic standards in reading and mathematics by 2016.

Goal 6. Iowa's public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.

Accountability Measure. Trend data on the results of student outcomes assessment programs at Iowa's public universities and special schools.

Target. By June 20, 2011, Iowa's public universities and special schools, in collaboration with faculty, will develop student outcomes assessment plans for each academic program and establish targets for collecting and using assessment results.

Goal 7. The public universities shall contribute to the expansion and diversification of the Iowa economy.

Accountability Measure. Trend data of total sponsored funding by fiscal year, in millions of dollars, at each public university.

Target. Increase by 2% on average each year through 2016 at each of Iowa's public universities.



Goal 8. Iowa's public universities and special schools shall be increasingly efficient and productive.

Accountability Measure. Inter-institutional efficiencies and cost-savings resulting from collaborative initiatives within and between the Regent institutions.

Target. By January 1, 2011, the Board Office and institutions will define accountability measures, set a baseline of performance, and establish targets for inter-institutional efficiencies and cost savings.