

Contact: Diana Gonzalez

REQUEST TO APPROVE THE 2009 – 2014 BOARD OF REGENTS STRATEGIC PLAN

Action Requested: Consider approval of the 2009 – 2014 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 for 2008-09. In August 2008, the Board selected a strategic planning facilitator and developed a strategic planning process. In October 2008, the facilitator conducted an environmental scan for the state of Iowa and presented the results to the Board and key institutional leaders and Board Office staff. The report, titled "Connecting Higher Education with the Future of Iowa, is available on the Board of Regents website at <http://www.regents.iowa.gov/Meetings/DocketMemos/08Memos/oct3008/IowaOct302008.pdf>. The report identified the priority issues facing the state and its citizens that higher education is called upon to address.

Following the environmental scan, the Board invited key stakeholders, including Governor Chet Culver, to participate at a Strategic Planning Workshop in February 2009 and to provide their perceptions of the role of public higher education in the state of Iowa. Using the stakeholders' feedback, the Board identified three key priorities for the strategic plan. A second Strategic Planning Workshop was held in March 2009 to identify strategic issues regarding academic medicine.

Using the input obtained from both workshops, the Board Office identified goals for the three priority areas and presented the draft to the Board of Regents in April 2009. Board Office staff met with institutional heads and their leadership teams to discuss the priorities and goals between May and July 2009 and received input regarding the measures of success between August and September 2009.

The 2009 – 2014 Board of Regents Strategic Plan includes three priorities and seven goals.

- ◇ Access, Affordability, and Student Success. This focus is to increase educational attainment and help students achieve their educational objectives regardless of ability to pay.
 - ⇒ Improve educational attainment to enhance the quality of Iowa's workforce and the quality of life of its residents.
 - ⇒ Renew commitment to excellence in education to meet the 21st century educational needs of students. Continue to be responsive to changing needs.
 - ⇒ Maintain affordability so that cost is not a barrier for Iowa residents to participate in undergraduate education.

- ◇ Productivity, Efficiency, and Investment to Support Educational Excellence and Impact. This focus is to increase the impact of the public universities on the economic development of the state.
 - ⇒ Increase participation in research and economic development to the benefit of a global Iowa. Enhance and encourage the creation of new knowledge and basic research across all disciplines. Expand research initiatives and link academic programs to entrepreneurship and workforce development.
 - ⇒ Be responsible stewards of resources, with a focus on sustainability.

- ◇ Alignment with Educational, Health, Cultural, and Economic Development Needs of the State of Iowa. This focus is to provide a more seamless transition for students in postsecondary education and will address the delivery of services to the people of Iowa.
 - ⇒ Successfully advocate for public higher education as a top priority for the state.
 - ⇒ Leverage the Regent Enterprise's strengths and impact through collaborations among the Regent institutions and other partners to address Iowa's greatest challenges and priorities through engagement, research, and learning.

Measures of success have been identified for each of the goals in the Strategic Plan. The Board Office will work with the institutions to define targets for each of the goals.

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.

The proposed 2009 – 2014 Board of Regents, State of Iowa, Strategic Plan is attached.

**BOARD OF REGENTS,
STATE OF IOWA
2009–2014
STRATEGIC PLAN**

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

MEMBERS OF THE BOARD OF REGENTS, STATE OF IOWA, 2009

David W. Miles, President

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Bonnie J. Campbell

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Michael G. Gartner

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Craig A. Lang

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Executive Director — Robert Donley

Iowa's Regent Institutions , Leaders, and Centers

University of Iowa—*Sally Mason, President*

Iowa State University—*Gregory Geoffroy, President*

University of Northern Iowa—*Benjamin Allen, President*

Iowa School for the Deaf—*Jeanne Prickett, Superintendent*

Iowa Braille & Sight Saving School—*Patrick Clancy, Superintendent*

Iowa Lakeside Lab Regents Resource Center

Quad-Cities Graduate Center

Southwest Iowa Regents Resource Center

Tri-State Graduate Center

YOUR BOARD OF REGENTS

Demonstrating public accountability and effective stewardship

Iowa's Regent 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- and hearing-impaired children through education and independent living skills. The Regent 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 utilized 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, along with those of the individual institutions, enable 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 three state 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, coordination, 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 Schools 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 Regent 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 BROAD 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.**
- ◆ **Approving budgets, tuition and fees, capital projects, bonding, investment policies, and other business and finance matters.**
- ◆ **Reviewing and approving academic programs.**
- ◆ **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 along or in association with the 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 in concert with other Iowa educational entities.**
- ◆ **Engages in high-quality research, scholarships, and creative activities to enhance the quality of life for Iowans and society in general.**
- ◆ **Provides needed public services.**
- ◆ **Supports economic development in partnership with public and private sectors.**

VISION (OUR PREFERRED FUTURE)

The Board of Regents, State of Iowa, 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, and national needs through quality undergraduate, graduate, and professional 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, State of Iowa, 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/PRACTICES)

The Board of Regents, State of Iowa, and its institutions nurture environments, consistent with their 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**

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. Productivity, Efficiency and Investment to Support Educational Excellence and Impact**
- III. Alignment with Educational, Health, Cultural, and Economic Development Needs of the State of Iowa**

STRATEGIC PLAN PRIORITIES AND GOALS

The Board has identified the following goals to accomplish the three priorities:

I. Access, Affordability, and Student Success

Goal 1. Improve educational attainment to enhance the quality of Iowa's workforce and the quality of life of its residents.

Goal 2. Demonstrate excellence in education to meet the 21st century educational needs of students. Continue to be responsive to changing needs.

Goal 3. Maintain affordability so that cost is not a barrier for Iowa residents to participate in undergraduate education.

STRATEGIC PLAN PRIORITIES AND GOALS

II. Productivity, Efficiency and Investment to Support Educational Excellence and Impact

Goal 4. Increase participation in research and economic development to the benefit of a global Iowa. Enhance and encourage the creation of new knowledge and basic research across all disciplines. Expand research initiatives and link academic programs to entrepreneurship and workforce development.

Goal 5. Be responsible stewards of resources, with a focus on sustainability.

STRATEGIC PLAN PRIORITIES AND GOALS

III. Alignment with Educational, Health, Cultural, and Economic Development Needs of the State of Iowa

Goal 6. Successfully advocate for public higher education as a top priority for the state.

Goal 7. Leverage the Regent Enterprise's strengths and impact through collaborations among the Regent institutions and other partners to address Iowa's greatest challenges and priorities through engagement, research, and learning.

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MEASURES OF SUCCESS

GOAL 1.

- ◆ Increase the one-year retention rates at the three Regent universities by 2014.
- ◆ Increase the six-year graduation rates at the three Regent universities by 2014.
- ◆ Increase the reading and mathematics performance of Iowa Braille and Sight School and Iowa School for the Deaf students to a level that meets State performance standards for students with disabilities by 2014.
- ◆ Increase the percent of blind or visually impaired students who graduate and decrease the percent of students who drop out.

MEASURES OF SUCCESS GOAL 2.

- ◆ **Implement a student outcomes assessment program that provides evidence of value added education.**
- ◆ **Increase the number of students who participate in the four-year graduation plan and reduce the time to degree for undergraduates.**

MEASURES OF SUCCESS GOAL 3.

- ◆ **Increase the number of underrepresented students, including minority, first-generation, and low-income students enrolled at the three Regent universities to 9.0% of the total enrollment by 2014.**
- ◆ **Maintain the level of tuition and fees at the median of the universities' peers, adjusted for median family income in Iowa.**

MEASURES OF SUCCESS GOAL 4.

- ◆ **Increase the total sponsored funding by fiscal year, in millions of dollars, at the three Regent universities by 2014.**
- ◆ **Increase the number of businesses/jobs created by technology transfer and incubator programs.**

MEASURES OF SUCCESS

GOAL 5.

- ◆ **Operate an Internet resource for community education on sustainability.**
- ◆ **Achieve a reduction in greenhouse house gas emissions, both on a per-square-foot basis and on a per-student basis.**
- ◆ **Integrate sustainability into new student orientation.**

MEASURES OF SUCCESS GOAL 6.

- ◆ **Use the Board of Regents website to communicate the impact of the Regent Enterprise to the general public.**
- ◆ **Increase awareness of the impact of the Regent Enterprise with Iowa legislators and the citizens of Iowa.**

MEASURES OF SUCCESS

GOAL 7.

- ◆ **Increase the annual number of students with an associate's degree who transfer to one of the three Regent universities through increased articulation agreements.**
- ◆ **Increase the number of businesses, entrepreneurs, communities, and individuals who are served annually by the Regent universities, ISU Extension, and the University of Iowa Hospitals and Clinics.**
- ◆ **Strengthen transition opportunities for high school seniors and transfer students.**