

Building a Better Future for Iowans

Iowa Board of Regents

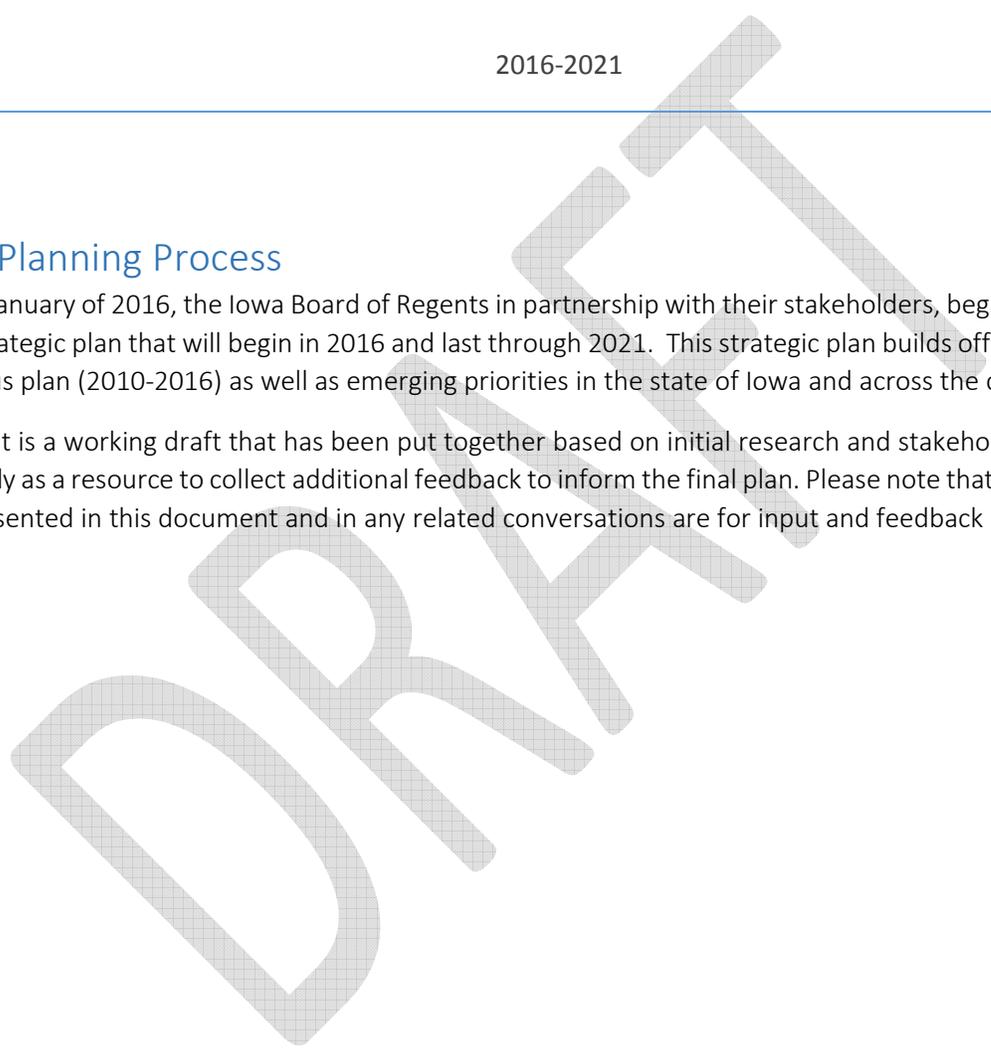
Strategic Plan Working Draft

2016-2021

Strategic Planning Process

Beginning in January of 2016, the Iowa Board of Regents in partnership with their stakeholders, began the process to create a five-year strategic plan that will begin in 2016 and last through 2021. This strategic plan builds off the work and successes of the previous plan (2010-2016) as well as emerging priorities in the state of Iowa and across the country.

This document is a working draft that has been put together based on initial research and stakeholder input and feedback and serves only as a resource to collect additional feedback to inform the final plan. Please note that the objectives, metrics, and goals presented in this document and in any related conversations are for input and feedback purposes only.



Contents

Strategic Planning Process	1
About the Iowa Board of Regents	3
Core Values, Mission and Vision	4
Revised Mission Statement.....	4
Revised Vision Statements.....	4
Values.....	4
Culture.....	5
Strategic Priorities	6
Priority One: Empowering Access to Education and Student Success	6
Objective 1.1: The Regent Institutions will provide clear pathways for students to enter, move through and complete their education goals.	6
Objective 1.2: The Board of Regents will advocate for systems that ensure the affordability of higher education for our students.	6
Objective 1.3: The Regent Institutions will provide curricular, co-curricular, and extra-curricular experiences to prepare students for successful transitions to their personal, professional and civic lives.	7
Objective 1.4: The Regent Institutions will increase opportunity for and accessibility to high quality e-learning and other distance education systems in response to unmet needs and evidence of strong demand.....	7
Priority Two: Promoting Innovation in Teaching, Research, and Economic Development	8
Objective 2.1: The Regent Institutions will be known for exemplary teaching, scholarship and engagement; economic development and contributions; and innovative and creative activity and accomplishments.....	8
Objective 2.2: The Regent Institutions will provide world class service, extension, and outreach to the state and beyond.	8
Objective 2.3: The Regent Enterprise will build strategic collaborations among universities and with outside entities that foster opportunities for innovation and economic development.	8
Objective 2.4: The Regent Institutions will educate students to support dynamic workforce needs.....	9
Priority Three: Effective Use of Resources to Meet Institutional Missions	10
Objective 3.1: Continue to seek and implement operational efficiencies and effectiveness.	10
Objective 3.2: Develop and maintain the physical and technological infrastructures.	10
Appendices	11
Appendix A: Previous Mission and Vision Statements (2010-2016 Strategic Plan).....	11
Appendix B: Peer Institutions	12
Appendix C: Relevant Data Points.....	13

About the Iowa Board of Regents

In 1909, The Iowa Legislature created the Iowa Board of Regents to provide governance to the University of Iowa, Iowa State University, the University of Northern Iowa, the Iowa School for the Deaf and the Iowa Braille and Sight Saving School through policy making, oversight and coordination as outlined in Iowa law.

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 current members of Iowa's Board of Regents include

- Bruce Rastetter, President
- Katie Mulholland, President Pro Tem
- Mary Andringa
- Sherry Bates
- Patricia Cownie
- Milt Dakovich
- Rachael Johnson
- Larry McKibben
- Dr. Subhash Sahai
- Robert Donley, Executive Director

The Board of Regents provides governance to the following Public Institutions, and their current leadership:

Iowa School for the Deaf and Iowa Braille and Sight Saving School	Mr. Steven Gettel	Superintendent
Iowa State University	Dr. Steven Leath	President
University of Iowa	Mr. Bruce Harreld	President
University of Northern Iowa	Dr. William Ruud	President

Core Values, Mission and Vision

Revised Mission Statement

The Iowa Board of Regents enhances the quality of life of Iowans by improving the excellence, accessibility and public service activities of the Regent Institutions.

Revised after March Listening Sessions:

The Iowa Board of Regents enhances the quality of life in Iowa, the country, and the world through the educational excellence, accessibility, and public service of the Regent Institutions.

OR

The Iowa Board of Regents enhances the quality of life through the educational excellence, accessibility and public service of the Regent Institutions.

Revised Vision Statements

The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research and learning to help students achieve their maximum potential.

OR

The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research and learning, while nationally recognized as leading systems of public education

OR

The Regent Enterprise will be nationally recognized as a leading system of public education and in the State of Iowa as an invaluable asset providing opportunities for active engagement, research and learning.

Values

The Board of Regents, and its member institutions, are committed to:¹

- Academic Freedom
- Academic Quality
- *Access to Education*
- *Advancing the Public Good of Education*
- Collaboration
- Continuous Improvement
- *Culture of Civility*
- Diversity and Inclusion
- Ethical Behavior
- Honesty
- *Intellectual Development and Creativity*
- Open, effective communication
- *Personal Well-Being*
- Public accountability, stewardship, and service
- *Shared Governance*
- *Student Success*
- *Sustainability*
- Transparency

¹ Items in *italics* were added or edited based upon feedback during the March 2016 visits to each of Regent Institution.

Culture

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 while promoting 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 superintendent, responsible oversight, and effective stewardship of resources.
- Recruiting, retaining and developing outstanding students, faculty and staff.

DRAFT

Strategic Priorities

The Board of Regents in partnership with the Regent Institutions works to build a better future for all by creating and supporting services, activities, and programs aimed at:

- Empowering Access to Education and Student Success
- Promoting Innovation in Teaching, Research, and Economic Development
- Effective Use of Resources to Meet Institutional Missions

Priority One: Empowering Access to Education and Student Success

Objective 1.1: The Regent Institutions will provide clear pathways for students to enter, move through and complete their education goals.

Possible Metrics and Goals:

Within each institution's strategic plan, the institution shall have a system that supports student success. Each campus will identify metrics that demonstrate student success relative to its population and that shows growth over time related to education access, retention, and completion. At a minimum, these should include monitoring and continued improvement of:

- Fall-to-fall retention for first year students;
- Four-year completion rates;
- Six-year completion rates;
- Overall retention and completion efforts for underrepresented students at all institutions; and
- Increased reading and math achievement levels at the Iowa School for the Deaf and increased literacy rate for students served through the Iowa Braille and Sight Seeing School.

Each institution will propose appropriate metrics and rationale to the Board of Regents for approval at the start of this strategic plan and annually will report its progress toward these goals. Institutions may include additional indicators of success and may report on these metrics in the aggregate, by program, or in other ways that are meaningful for the population it serves.

Objective 1.2: The Board of Regents will advocate for systems that ensure the affordability of higher education for Iowa students.

Possible Metrics and Goals

- Increase efforts to provide merit and need based financial aid to students at Regent Institutions.
- Advocate for state appropriations and resources to be used for student aid at Regent Institutions.
- Educate the public about true cost of education.
- Work with each campus to build upon existing efforts to decrease the average student debt load. Each institution will propose appropriate activities, metrics, and rationale to the Board of Regents at the start of this strategic plan and annually will report its progress toward these goals.

Objective 1.3: The Regent Institutions will provide curricular, co-curricular, and extra-curricular experiences to prepare undergraduate students for successful transitions to their personal, professional and civic lives.

Possible Metrics and Goals:

Within each institution's strategic plan, the institution shall have a system that ensures that all students will have access to curricular, co-curricular, and extra-curricular experiences that support their learning goals. Each campus will identify the means in which they will provide these opportunities (research, internships, service learning, study abroad, student clubs/organizations, etc.).

Annually, each institution will report how it is engaging students in curricular, co-curricular, and extra-curricular experiences and provide evidence that they are meeting the demand for these experiences.

Objective 1.4: The Regent Institutions will increase opportunity for and accessibility to high quality e-learning and other distance education systems.

Possible Metrics and Goals:

Each institution shall:

- Increase the number of students who participate in multiple e-learning and online distance education courses, to meet demands and needs.
- Implement the course sharing pilot project and evaluate the result sand determine if future expansion is warranted.
- Monitor and report retention and completion rates for degree seeking distance education students and implement processes that increase student success.

Priority Two: Promoting Innovation in Teaching, Research, and Economic Development

Objective 2.1: The Regent Institutions will be known for exemplary teaching, scholarship and engagement and innovative and creative activity and accomplishments.

Possible Metrics and Goals:

Within each institution's strategic plan, each institution shall demonstrate both quantitatively and qualitatively how its faculty, staff, and students impact the institution's communities. Based on its mission and identity, each campus will identify metrics and rationale to the Board of Regents for approval at the start of this strategic plan that illustrate the impact related to teaching, scholarship, and engagement and creative activity and accomplishments. Each institution annually will report its progress toward these goals. Examples could include, but are not limited to:

- Awards and recognitions
- Intellectual property income
- License agreements
- Patents
- Licenses signed with start-up companies in Iowa
- PhDs conferred
- Extramural Funding
- Publications and Citations

Objective 2.2: The Regent Institutions will provide world class service and outreach to Iowa and beyond.

Possible Metrics and Goals:

Within each institution's strategic plan, the institution shall identify and define opportunities for service and outreach activities. Each campus will identify metrics that quantitatively and qualitatively identify the communities it serves and demonstrate its impact to those communities.

Objective 2.3: The Regent Enterprise will build strategic collaborations among universities and with outside entities that foster opportunities for innovation and economic development.

Possible Metrics and Goals:

Each institution annually shall report on significant partnership and/or collaboration activities. This will include both quantitative and qualitative metrics that demonstrate the impact of these activities.

Objective 2.4: The Regent Institutions will educate students to support changing workforce needs.

Possible Metrics and Goals:

Each institution annually shall ensure that it is providing knowledge, skills, and opportunities to meet evolving workforce needs in a global society. Each institution annually will report quantitative and qualitative evidence of attention to this relative to its programs, colleges, and schools. At a minimum, metrics should include:

- The number of students who have transferred from another institution and have completed a degree.
- The number of students who have returned to campus after time away who are re-engaged in coursework and complete a degree.
- The number of high demand degrees offered and the number of students enrolled in and completing these degrees.
- The number of STEM degrees offered and the number of students enrolled in and completing these degrees.
- The types of programs and experiences that prepare students to be life-long learners.

DRAFT

Priority Three: Effective Use of Resources to Meet Institutional Missions

Objective 3.1: Continue to seek and implement operational efficiencies and effectiveness.

Possible Metrics and Goals:

The Regent Enterprise shall collaborate to build a culture of efficiency and effectiveness. Activities will include, but are not limited to:

- Consolidating administrative activities
- Expanding the shared services functions to increase efficiency.
- Selecting and implementing at least 10 additional business cases from the initial TIER opportunity list during the next five years.
- Monitoring and evaluating the effect and impact of efficiency efforts and adjusting processes as necessary.

Each Regent Institution and the Iowa Board of Regents Office annually will report on activities and progress toward these goals.

Objective 3.2: Develop and maintain the physical and technological infrastructures.

Possible Metrics and Goals:

The Regent Enterprise shall work to develop and maintain the physical and technological infrastructures on each of the campuses to ensure optimum utilization. Activities will include, but are not limited to:

- Increasing the utilization of current classroom and laboratory space for educational opportunities by 10%.
- Increasing the coordination of technology used at all institutions.
- Consolidating multiple technology licenses into system-wide licenses to reduce license duplication by 25%.

Each Regent Institution and the Iowa Board of Regents Office annually will report on activities and progress toward these goals.

Appendices

Appendix A: Previous Mission and Vision Statements (2010-2016 Strategic Plan)

Mission

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

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.

Appendix B: Peer Institutions

Iowa State University

- University of Arizona
- University of California-Davis
- University of Illinois-Urbana
- Michigan State University
- University of Minnesota
- North Carolina State University
- Ohio State University
- Purdue University-Main Campus
- Texas A&M University
- University of Wisconsin-Madison

University of Iowa

- University of Arizona
- University of California
- University of Illinois
- Indiana University
- University of Michigan
- University of Minnesota
- University of North Carolina
- Ohio State University
- University of Texas
- University of Wisconsin

University of Northern Iowa

- College of Charleston
- Eastern Illinois University
- Ferris State University
- James Madison University
- Marshall University
- Southern Illinois University - Edwardsville
- Truman State University
- University of Massachusetts – Dartmouth
- University of Minnesota - Duluth
- Western Washington University

Appendix C: Relevant Data Points

Current Fall to Fall Retention Rates*

	Iowa State University	University of Northern Iowa	University of Iowa
Full Time	86%	85%	86%
Part Time	79%	33%	75%

*Based on 2013-2014 cohort as reported to IPEDS

Current Completion Rates*

	Iowa State University	University of Northern Iowa	University of Iowa
Current 4 year completion	39.5%	37.9%	48.2%
Average 4 year completion for peers	52.9%	30.3%	62.3%
Median 4 year completion for peers	53.1%	29.9%	58.8%
Current 6 year completion	68.9%	63.9%	70.0%
Average 6 year completion for peers	78.1%	57.2%	82.0%
Median 6 year completion for peers	81.2%	55.6%	83.8%

*Based on 2009 cohort as reported to IPEDS.

Current Average Debt Load/Student upon Graduation

	Iowa State University	University of Northern Iowa	University of Iowa	Average of all Enterprise Institutions
Current Student Debt Load/Student*	\$28,880	\$23,163	\$28,716	\$26,920
Average Debt Load/Student at Peer Institutions	\$24,591	\$27,804	\$24,871	\$25,755
5% overall debt decrease/per student	\$27,436	\$22,005	\$27,280	\$25,574
10% overall debt decrease/per student	\$25,992	\$20,847	\$25,844	\$24,228
5% above average Peer Debt Load/Student	\$25,821	\$29,194	\$26,114	\$27,043
10% above average Peer Debt Load/Student	\$27,050	\$30,584	\$27,358	\$28,420

*average student debt load for students who graduated in the 2014-2015 academic year as reported to IPEDS.