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UPDATE TO BOARD OF REGENTS STRATEGIC PLAN 2022-2027

Action Requested: Recommend the Board approve updates to the 2022-2027 strategic plan.

Background:

At its February 2022 meeting, the Board of Regents approved a five-year strategic plan. This plan was developed over the course of several months with engagement of all then-Board members and campus leaders. As with all strategic plans, it was intended as a living document that would serve as a guidepost for the Board's work and for the universities in the development of their own plans.

Since that time, multiple state laws have influenced the scope and direction of some aspects of the Board:

- In 2023, Senate File 514 resulted in a realignment of the K-12 special schools that were governed by the Board of Regents.
- In 2024, Senate File 2096 eliminated the provision of state law regarding gender balance on all state boards and commissions.
- In 2024, Senate File 2435 required the public universities to eliminate all functions and positions pertaining to diversity, equity and inclusion not provided for by state or federal law or accreditation requirements.

The edits in the attached draft are intended to ensure alignment of the Board of Regents Strategic Plan 2022-2027 with all state and federal laws.

TRANSFORMATIVE SUCCESS FOR IOWA'S UNIVERSITIES

IOWA BOARD OF REGENTS, ~~STATE OF IOWA~~

STRATEGIC PLAN

2022 – 2027

STRATEGIC PLANNING PROCESS

Beginning in June 2021, the Iowa Board of Regents, ~~State of Iowa~~, in partnership with their stakeholders, began the process to create a five-year strategic plan that will begin in 2022 and continue through 2027. This strategic plan enhances the work and successes of the previous plan (2016-2021) as well as emerging priorities in the state of Iowa and across the country.

In accordance with changes in state law, updates to the strategic plan were made in 2025.

ABOUT THE IOWA BOARD OF REGENTS, ~~STATE OF IOWA~~

In 1909, the Iowa Legislature created the Iowa Board of Regents, ~~State of Iowa~~, to provide governance to the University of Iowa, Iowa State University of Science and Technology ~~and~~, University of Northern Iowa, ~~Iowa School for the Deaf, and Iowa Educational Services of the Blind and Visually Impaired through policy making, oversight, and coordination as outlined in Iowa law.~~

The Board’s 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 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 also is required.~~

The Board meets approximately eight times a year at the 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 it is the Board’s responsibility 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:

- ~~Mike Richards~~ Sherry Bates, President ~~Milt Dakovich~~ J.C. Risewick
- ~~Sherry Bates~~ Greta Rouse, President Pro Tem Nancy Dunkel
- David Barker Jim Lindenmayer
- ~~Nancy Boettger~~ Robert Cramer ~~Greta Rouse~~ Christine Hensley
- ~~Abby Crow~~ Mark Braun, Executive Director

The Board of Regents provides governance to the following public ~~institutions~~ universities and their current leadership:

~~Iowa School for the Deaf and~~ ~~Mr. Steven Gettel~~ ~~Superintendent~~
~~Iowa Educational Services for the Blind and Visually Impaired~~

Iowa State University	Dr. Wendy Wintersteen	President
University of Iowa	Dr. Barbara Wilson	President
University of Northern Iowa	Dr. Mark Nook	President

CORE VALUES, MISSION AND VISION

Mission Statement

The mission of the Regent ~~institutions-universities~~ is to:
Produce and disseminate knowledge
Prepare students to make positive contributions to society
Serve the state of Iowa to expand opportunities

Vision Statement

The Board of Regents will lead an accessible internationally renowned system that provides education, conducts research, and benefits Iowa, the nation and the world.

The Core Values of the Board of Regents and its ~~institutions~~universities:

We are Learner Focused:

Student Success
Quality Academic, Innovative and Creative Engagement
Access that is Career Expanding
Resilience, Growth Mindedness, and Self-awareness
~~Diverse and Inclusive~~High-Impact Academic Experiences
Intellectual and Talent Development

We expect Ethical Behavior:

Honesty
Transparency
Public Accountability, Stewardship, and Service
Open and Effective Communication
Advancement of the Good of Public Education
Mutual Respect for Intellectual ~~d~~Differences
Exercise ~~f~~Free ~~s~~Speech through Civil ~~D~~Discourse

We employ Practices for Transformative Growth:

Continuous Improvement
Collaboration
~~Inclusion~~
Academic Freedom
Efficiency and Sustainability
Shared Governance

The Culture of Growth and Innovation of the Board of Regents and its ~~institutions~~universities
Empowering the Core Values to cultivate the vision and enact the mission, the Board of Regents advances the following dispositions:

- Leadership shall demonstrate the highest levels of integrity, honesty, ethics and civil discourse in all activities.
- Governance shall demonstrate effective, accountable service to the public through strategic planning, hiring of and delegation to presidents ~~and superintendent~~, responsible oversight and effective stewardship of resources.
- Passion for learning shall enable individuals to achieve their full potential and to enhance his/her quality of life and career aspirations.
- Respectful interaction ~~among members of diverse backgrounds, culture and beliefs in nurturing environments~~ shall empower critical thinking, free inquiry, and open communication ~~and broad participation~~.
- Academic freedom shall stimulate creativity, inquiry and advancement of knowledge.
- Collaboration and coordination across the Regent Enterprise and with other institutions and organizations, both public and private, shall endeavor to meet the needs of Iowans.
- Recruitment, retention and development activities shall focus on attracting, encouraging and engaging outstanding students, faculty and staff.
- Effective communications shall inform constituents and citizens of the roles, value and impact of the Board and its institutions.
- Maintain and improve the quality of the enterprise as the ~~institutions~~universities transform.

STRATEGIC PRIORITIES

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

- Student Success and the Academic Experience
- Service to Iowans
- Operational Excellence and Effectiveness
- Stakeholder Engagement

PRIORITY ONE: STUDENT SUCCESS AND THE ACADEMIC EXPERIENCE

Objective 1.1: The Regent ~~universities~~institutions¹ will provide clear pathways for students to enter, move through and complete their education and career goals.

Metrics and Goals:

Each ~~institution's~~university's strategic plan shall have goals that support student success, showing growth each academic year. Each campus will set 5-year goals for the key performance indicators below:

- Increase fall-to-fall retention for first year students by 2027;
- Increase four-year and six-year completion rates by 2027;
- Reduce the attainment gap of underrepresented students by 2027;
- ~~Achieve grade-level reading and math achievement levels at the Iowa School for the Deaf;~~
- ~~Increase literacy rate for students served through the Iowa Educational Services for the Blind and Visually Impaired;~~
- Include employment outcomes of graduates in program reviews;

~~Institutions~~Universities may include additional indicators of success and may report on these key performance Indicators in the aggregate, by program, or in other ways that are meaningful for the population it serves.

Objective 1.2: The Board of Regents (BOR) will incorporate strategies for a system that ensures the accessibility and affordability of higher education at the Regent universities.²

Metrics and Goals

¹ ~~Regent Institutions include the Iowa School for the Deaf and Iowa Educational Services for the Blind and Visually Impaired, Iowa State University, University of Iowa and the University of Northern Iowa.~~

² ~~Regent Universities include Iowa State University, University of Iowa and the University of Northern Iowa.~~

- Regent universities will set 5-year goals to increase merit and need-based philanthropic scholarship support by 2027.
- Regent universities will work to reduce the average amount of debt that undergraduate students have upon graduation.
- Regent universities will further streamline the access and curricular articulation with high school and community college programs for the purpose of high-quality clear pathways for accelerated learning.
- The BOR will advocate and increase state appropriations and resources to support Regent institutions.
- The BOR will educate the public about the true cost of education and the value to Iowans brought by Regent universities.

Objective 1.3: The Regent ~~institutions-universities~~ will further advance onboarding, curricular, co-curricular and extra-curricular experiences that align to and empower undergraduate students to meet their educational and career goals.

Metrics and Goals:

Each campus will further enhance existing opportunities, including but not limited to, research, internships, service learning, study abroad, student clubs/organizations, etc.

- Each university will expand onboarding programs for incoming students, with a particular focus on first generation, ~~underrepresented~~ and non-traditional students.
- Maintain ~~institutional~~ Higher Learning Commission accreditation, including providing evidence of program outcomes, as well as maintain accreditations of colleges and degrees as appropriate, seek accreditation of new programs, conduct Board of Regents-program reviews, and report out to the Board of Regents on these external evaluations;
- Identify additional work-based and experiential learning opportunities for students.

Objective 1.4: The Regent ~~institutions-universities~~ will increase accessibility to high quality academic offerings utilizing online and distance to facilitate student learning and access to certificates and degrees.

Metrics and Goals:

Each institution shall:

- Set 5-year goals to expand online programs in areas that are consistent with campus expertise and market demands, ~~and that will enhance opportunities as well as target underserved populations and industries.~~

Metrics: Collaborate on an overall strategy for the ~~institutions-universities~~, including but not limited to: Program and course enrollments, and number of students successfully completing courses.

- Design a pilot general education course sharing opportunity for students at one ~~institution~~ university to take online courses from the other two universities, evaluate the results and evaluate adding additional opportunities.

Metrics: Quantitative and qualitative data on student outcomes and ~~institutional~~ efficiency.

PRIORITY TWO: SERVICE TO IOWANS

Objective 2.1: The Regent ~~institutions-universities~~ will serve the state by delivering opportunities for Iowans to engage in lifelong learning, participate in Extension and outreach programs, benefit from health care services and experience the arts and other creative activities that enhance their quality of life.

Metrics and Goals:

- Each ~~institution-university~~ shall create and track metrics that showcase the impact of its programming on Iowans across the state.
- Increase the existing service efforts to provide opportunities for underserved populations.

Objective 2.2: ~~The~~ University of Iowa Health Care Hospitals and Clinics will work to have capacity to serve Iowans.

Metrics and Goals:

UIHC will identify the capacity constraints on their current facilities and identify and implement capital initiatives to increase capacity by 10 percent.

Objective 2.3: The Regent universities will build strategic collaborations among universities, Iowa industries and the State of Iowa to foster opportunities for innovation and economic development.

Metrics and Goals:

Each ~~institution-university~~ annually shall report on partnership and/or collaboration activities. This includes both quantitative and qualitative metrics that demonstrate the impact of these activities.

Objective 2.4: The Regent ~~institutions-universities~~ will educate students to support changing workforce and evolving economic needs.

Metrics and Goals:

Each ~~institution~~-university shall ensure that it is providing opportunities for its students to meet evolving workforce needs for Iowa to compete in a global society.

- Universities will update and create new degree programs based on academic expertise, workforce needs, state and national data and feedback from industry advisory councils and company recruiters.

Objective 2.5 Economic Development and Research

Metrics and Goals

- Each university will set a 5-year goal to increase research funding.
- Annually, each university will report on intellectual property created.

Each university will identify additional areas of support and opportunity to support the conversion of the intellectual property created into Iowa-based businesses.

PRIORITY THREE: OPERATIONAL EXCELLENCE AND EFFECTIVENESS

Objective 3.1: The Regent ~~institutions~~-universities will continue to seek, implement and strengthen operational efficiencies and effectiveness.

Metrics and Goals:

The BOR and Regent ~~institutions~~-universities shall collaborate to ensure a productive culture of efficiency and effectiveness with annual improvements. Activities will include:

- Optimizing administrative activities through consolidation and restructuring.
- Expanding the shared services functions to increase efficiency.
- Monitoring and evaluating the effect and impact of efficiency efforts and adjusting processes as necessary.

Each Regent ~~institution~~-university will report annually activities and improvements in each area and its progress toward the goal.

Objective 3.2: The Regent universities will maximize physical and technological infrastructures to advance teaching, research, and engagement.

Metrics and Goals:

The Regent universities shall optimally utilize infrastructures. Activities will include, but not limited to:

- Increasing the utilization of existing capital facilities.

- Collaborating when possible on the purchase and use of research-based technology for the institutions.
- Consolidating multiple technology licenses into system-wide licenses to reduce license duplication by 2027.
- Ensure each institution-university has the technology platform and capacity to enhance on-line learning.

Each Regent institution-university will report on activities and progress toward these goals.

Objective 3.3: The Regent institutions-universities shall advance capital and operational forecasting and predictability for maximum resource utilization.

Metrics and Goals:

The Regent institutions-universities shall maximize the utilization of existing physical structures and facility and infrastructure 10-year plans to ensure optimum utilization. Activities will include, but not limited to:

- Annually updating a comprehensive 10-year master capital plan of planned projects in sequential order enabling a balanced plan for implementation.
- Creating a financial map of the master capital plan including all obligations and investments as well as donor opportunities.
- Identifying and implementing new alternative funding sources, including but not limited to public-private partnerships and recognizing existing sources as potential bridges or launching points for new funding.

Each Regent institution-university will report on activities and progress toward these goals annually.

Objective 3.4: The BOR and Regent institutions-universities shall develop and enhance ~~the~~ human capital at each of the Regent institutionsuniversities.

- Continue to strengthen our workforce by providing career support and development
- ~~Enhance the institutional efforts to have the workforce be more reflective of the student body~~
- Encourage additional recruitment and retention of world-class faculty and staff

PRIORITY FOUR: STAKEHOLDER ENGAGEMENT

Objective 4.1: The BOR and Regent ~~institutions-universities~~ will coordinate and enhance their current communication efforts.

Metrics and Goals

- Evaluate all current stakeholder publications and determine if they provide added value.
- Increase dissemination of the public value and benefit of Regent ~~institution-university~~ programs
- Enhance ~~institutional~~-dissemination of the ongoing activities of each ~~institution~~university, including but not limited to, the cutting-edge research being done at each ~~institution~~university and the value to stakeholders.

Objective 4.2: Each Regent ~~institution-university~~ will show its impact to each Iowa County.

Metrics and Goals

Each Regent ~~institution-university~~ will collaborate to create and annually update a combined webpage showing the impact of each Regent ~~institution-university~~ to the county, including, but not limited to the follow data:

- Current students
- Alumni
- Regent employees
- Partnerships or transactions with businesses
- Extension and outreach, health care, and economic development functions in the county

Objective 4.3: Transparency and Dissemination

Metrics and Goals

The Board of Regents Office will broadly distribute to every media outlet, though social media and directly to stakeholders the activities and reports from each Board meeting.

Each ~~institution-university~~ will have a strategic communications plan designed to amplify the following:

- Notable alumni from each of the ~~institutions-universities~~
- Successes of our current students
- Successes of our faculty and staff
- Economic impact of their ~~institutions~~universities