

**Contact: Mark Braun and Rachel Boon**

**BOARD OF REGENTS STRATEGIC PLAN 2022-2027**

**Actions Requested:** Recommend the Board approve Permission to Proceed with the 2022-2027 strategic plan

**Executive Summary**

The previous strategic plan “Building a better future for Iowans” 2016-2021 concluded at the end of 2021. With the end of the previous strategic plan, a new strategic plan has been developed with input from the Board and the institutions. “Transformative Success for Iowa’s Universities” 2022-2027 contains updated mission and vision statements and focuses on four strategic issues:

- Student success and the academic experience
- Service to Iowans
- Operational excellence and effectiveness
- Stakeholder engagement

**Background**

The development of a new strategic plan is an important responsibility for the Board of Regents. The 2022-2027 plan will provide guidance and direction regarding priorities, goals and objectives. An effective plan must anticipate emerging factors, such as technology, demographic shifts and globalization. A critical component for the Board to take into account over the next five years is the possible impact of fluctuations in the system’s revenue sources, such as enrollment, the economy and state support.

The process of developing the 2022-2027 plan included a strategic planning retreat with the Board in Urbandale on September 17, 2021. During the retreat, the current plan was reviewed and discussed. A consultant provided information to the Board about national trends in higher education and efficiency. The Board was also provided information about enhancing the digital delivery efforts of the Regent institutions.

To address the strategic issues identified by the stakeholders, the Board selected four priority issues:

- ⇒ Student success and the academic experience
- ⇒ Service to Iowans
- ⇒ Operational excellence and effectiveness
- ⇒ Stakeholder engagement

Objectives and metrics have been identified to contribute to the accomplishment of the four priority areas. The proposed plan focuses on the broad direction for the Regent Enterprise during the next five years.

The attached draft of the Board of Regents, State of Iowa, 2022-2027 Strategic Plan has been reviewed multiple times by the Board, the Board Office, and campus representatives.

## **TRANSFORMATIVE SUCCESS FOR IOWA’S UNIVERSITIES**

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BOARD OF REGENTS, STATE OF IOWA

STRATEGIC PLAN

2022 – 2027

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### **STRATEGIC PLANNING PROCESS**

Beginning in June 2021, the 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.

ABOUT THE BOARD OF REGENTS, STATE OF IOWA

In 1909, the Iowa Legislature created the Board of Regents, State of Iowa, to provide governance to the University of Iowa, Iowa State University of Science and Technology, 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, President	Milt Dakovich
Sherry Bates President Pro Tem	Nancy Dunkel
David Barker	Jim Lindenmayer
Nancy Boettger	Greta Rouse
Abby Crow	Mark Braun, Executive Director

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

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

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 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
- Respect for differences
- Exercise free speech through civil 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  
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, 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 transform.

## STRATEGIC PRIORITIES

The Board of Regents, in partnership with the Regent institutions, 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 institutions<sup>1</sup> will provide clear pathways for students to enter, move through and complete their education and career goals.

#### Metrics and Goals:

Each institution'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 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.<sup>2</sup>

#### Metrics and Goals

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<sup>1</sup> 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.

<sup>2</sup> 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 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 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 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 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 will serve the state by delivering opportunities for lowans 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 shall create and track metrics that showcase the impact of its programming on lowans across the state.
- Increase the existing service efforts to provide opportunities for underserved populations.

Objective 2.2: The University of Iowa Hospitals and Clinics will work to have capacity to serve lowans.

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 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 will educate students to support changing workforce and evolving economic needs.

Metrics and Goals:



Each institution 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 will continue to seek, implement and strengthen operational efficiencies and effectiveness.

##### Metrics and Goals:

The BOR and Regent institutions 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 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 has the technology platform and capacity to enhance on-line learning.

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

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

Metrics and Goals:

The Regent institutions 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 will report on activities and progress toward these goals annually.

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

- 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 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 programs
- Enhance institutional dissemination of the ongoing activities of each institution, including but not limited to, the cutting-edge research being done at each institution and the value to stakeholders.

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

Metrics and Goals

Each Regent institution will collaborate to create and annually update a combined webpage showing the impact of each Regent institution 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 will have a strategic communications plan designed to amplify the following:

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