

MEMORANDUM

To: Board of Regents
From: Board Office
Subject: Draft Board of Regents Annual Work Plan 2004-2005
Date: June 7, 2004

Recommended Action: Discuss and adopt an annual work plan for the Board spelling out key priorities and objectives for the next 12 months, and a rough draft schedule of activities associated with the major issues identified.

Executive Summary: Two documents are attached to this memorandum. The first is a three-page paper outlining the 13 work plan priorities recommended by Board leaders for focus in the coming year. Underneath each of the priorities (listed in all capital letters) are a series of bullets indicating some of the specific objectives to be considered. Also listed (in parentheses) is the proposed lead group to work on each listed priority. The order of the priority items is not intended to reflect a preconceived hierarchy; the items are intended to be viewed, in this version, simply as a set.

The second document is a two-page chart that gives a sense of the anticipated flow of committee meetings, major agenda items, and outreach activities for each of the Board meetings in the coming year. It is not intended to be comprehensive, but rather a general view of how some of the priorities might fit into the Board's meeting timeline along with other required activities.

It is the Board leaders' intent that the Board members will discuss, refine as necessary, and ultimately adopt both documents as the outline of their annual work plan. Both represent general goals and could of course be modified in the future as circumstances dictate. These documents, once adopted, however, provide a general sense of direction in planning future meetings and Board activities.

This is a lengthy and ambitious set of priorities and objectives that attempts to capture the collective aspirations of the Board.

Background:

In conversations with Board leadership after the April Board meeting, individual Regents expressed their ideas on major topics of concern they hope to see addressed in the coming year. After the conclusion of those conversations, additional conversations were held with other institutional officials and staff. At the conclusion of that activity, the leaders and Executive Director discussed how to best blend products from those conversations, the committee work plans, and other key priorities into a set of documents best expressing the areas of focus for the coming year. The materials attached represent the expression of that work, and are recommended to the Regents for their consideration.

The 13 key priorities in the proposed work plan include:

- Develop and implement a comprehensive Regent Communications Plan
- Review Public Policy Processes and Priorities
- Develop and implement long-term strategies in Fiscal Operations
- Develop and implement long-term strategies in Facilities Operations
- Refine Strategic Plans and Performance Indicators
- Strengthen Performance Evaluations for Executives and for the Board
- Provide clear and consistent direction in Compensation Policies and Collective Bargaining
- Provide appropriate oversight on Academic Program Issues
- Promote Economic Growth Activities by Regent institutions and in partnerships with other entities
- Strengthen University of Iowa Hospital Governance
- Continually seek best Investment Returns
- Follow up on key Oversight and Compliance Issues
- Seek to continually improve effectiveness of Board Office operations.

The two-page chart is an attempt to integrate some of the major priority items with known timeframes, major committee agenda items, the Board governance report schedule, major finance issues for Board consideration, and anticipated outreach activities into a potential calendar for meetings through May 2005. This is intended to be a guide for future activities that could be modified if the Board wished to do so at a later time.



Gregory S. Nichols

Board of Regents, State of Iowa

Draft 2004-2005 work plan priorities and objectives (and lead presenters)

DEVELOP AND IMPLEMENT A COMPREHENSIVE COMMUNICATIONS PLAN (Board leaders, Board staff)

- Increase depth and frequency of Board Office/Board members communications
- Determine Board Office role in direction/coordination of external communications
- Formulate external "message" for Regents enterprise to general public
- Develop an integrated plan for institutions, Board, and Board Office including 'roles' and 'rules' for all to act upon in a coordinated fashion
- NOTE: related to some aspects of public policy process below

REVIEW PUBLIC POLICY PROCESSES AND PRIORITIES (Public Policy task force)

- Examine overall process and individual roles in government relations, state and federal, and best utilization of resources and processes for the future
- Examine state of outreach efforts, and recommend improvements for the future
- Determine public policy priorities to pursue in next year, strategy to use in efforts
- NOTE: related to some aspects of communications plan above

DEVELOP AND IMPLEMENT LONG-TERM STRATEGIES IN FISCAL OPERATIONS (Board leaders, Board, Board staff)

- Design and implement 5-year budget modeling process for FY 2006 operations budgets planning
- Determine how to address reallocations, state funds, tuition, other funds in model
- Finalize decisions on tuition policy, calendar for rates, and actual FY 2006 rates, consistent with long-range fiscal plan
- Continue to work on administrative services review possibilities re: duplication/potential efficiencies
- Review residence system planning and status
- Identify other non-academic areas where administrative efficiencies may exist in areas of possible consolidations or "spin-offs"
- Finalize Lakeside Laboratory future operating plan and leadership selection

DEVELOP AND IMPLEMENT LONG-TERM STRATEGIES IN FACILITIES OPERATIONS (Board leaders, Board, Board staff)

- Consider longer-term planning than current 5-year plan
- Streamline Board consideration of projects to a limited number of times per year
- Consider policy changes relative to funding ongoing costs beyond construction

REFINE STRATEGIC PLANS AND PERFORMANCE INDICATORS (Board leaders, Board, Board staff)

- Better define priorities, refine indicators, develop "dashboard" of key data points
- Review institutional and UIHC strategic plan updates based on new Board plans

STRENGTHEN PERFORMANCE EVALUATIONS FOR EXECUTIVES AND BOARD
(Board leaders, Board leaders)

- Refine executive evaluation process, provide concrete feedback to executives
- Institute performance review process for Board and committees

PROVIDE CLEAR AND CONSISTENT DIRECTION IN COMPENSATION POLICIES AND COLLECTIVE BARGAINING (Human Resources Committee)

- Collect comparative compensation data on different employee groups
- Design multi-year competitive compensation resources plan for faculty and staff
- Collective bargaining planning—process, personnel, substantive direction
- Continue to review diversity goals and activities in light of legal decisions
- Continue to review progress on diversity goals

PROVIDE APPROPRIATE OVERSIGHT ON ACADEMIC PROGRAM ISSUES
(Education & Student Affairs Committee)

- Review internal academic program review processes, recommend changes re: criteria for new or continuing or “duplicative” programs
- Study services for visually impaired lowans and attendant issues
- Follow up on student alcohol use issues in campus communities
- Consider best options for Regents re: relations with other higher ed. entities
- Provide leadership as appropriate in P-20 efforts in the state
- Oversee athletics issues at the universities, including review of budgets
- Investigate progress in distance learning and new technology utilization
- Continue to review progress on diversity goals and activities

PROMOTE ECONOMIC GROWTH ACTIVITIES BY REGENT INSTITUTIONS AND IN PARTNERSHIPS WITH OTHER ENTITIES (Economic Development Committee)

- Recommend how best to lead on Battelle report issues
- Continue to monitor Iowa Values Fund projects
- Seek ‘best practices’ in tech transfer, commercialization, and business technical assistance
- Consider best options for Regents re: relations with other economic development entities
- Define areas where Regent institutions are best poised to take a leadership role in positive economic transformation
- Establish short- and long-term measures and objectives for Regent economic development efforts

STRENGTHEN UIHC HOSPITAL GOVERNANCE (from UIHC Executive Board)

- Guide strategic plan development, monitor performance indicators
- Monitor activity related to state Medicaid and indigent care program
- Provide oversight and direction on budget and financial issues—receivables, transfers to COM, malpractice, budgets, rates, capital application

CONTINUALLY SEEK BEST INVESTMENT RETURNS (Investment Committee)

- Fund managers review/selection of new manager
- Ongoing fund manager review

FOLLOW UP ON KEY COMPLIANCE/OVERSIGHT ISSUES (Audit & Compliance Committee)

- Monitor homeland security plans
- Develop multi-year audit plan
- Clarify roles and relationships between external auditors and Board committee

INCREASE EFFECTIVENESS OF BOARD OFFICE OPERATIONS (Board leaders/Board staff)

- Discuss data collection/production/standardization/timing issues with institutions
- Complete succession planning in academic affairs leadership
- Continued review of Board materials in agenda book—formats, key points, data volume, method/timing of transmission
- Actively pursue process improvements that appear likely to lead to increased productivity and service best aligned with key Board goals
- Consider potential internal resource realignments based on emerging Board priorities
- Consider consistent and enhanced student input into Board processes

Board of Regents Work Plan
May 2004 – May 2005

Subject: Draft Board Work Plan

Prepared by: Gregory S. Nichols

Date Submitted: June 7, 2004

May 18-19, 2004 ISD	June 15-16, 2004 Lakeside Laboratory	August 3-4, 2004 Sioux City	September 14-15, 2004 SUI	November 3-4, 2004 UNI
<p><u>Committees:</u> Audit & Compliance, Economic Development, and UIHC Executive Board</p> <ul style="list-style-type: none"> • UIHC rates 	<p><u>Committees:</u> Investment, Education & Student Affairs, and Human Resources</p>	<p><u>Committees:</u> Audit & Compliance, Economic Development, and UIHC Executive Board</p> <ul style="list-style-type: none"> • Batelle life sciences report seminar • Econ. Dev. activities presentation • Annual internal audit plan 	<p><u>Committees:</u> Investment, Education & Student Affairs, and Human Resources</p> <ul style="list-style-type: none"> • Selection of new fund manager 	<p><u>Committees:</u> Audit & Compliance, Economic Development, and UIHC Executive Board</p> <ul style="list-style-type: none"> • (T) UIHC committee special presentation
<p><u>Governance:</u></p> <ul style="list-style-type: none"> • Action on new Board committee structure and task forces • Discussion of committee responsibilities, rules and operations • Continue executive evaluations 	<p><u>Governance:</u></p> <ul style="list-style-type: none"> • Discussion of 2004-05 Board work plan • Tour/discussion of Lakeside • Academic program reviews • Complete executive evaluations 	<p><u>Governance:</u></p> <ul style="list-style-type: none"> • Presidents' reports on tuition policies and administrative efficiencies • Annual reports: student financial aid, distance education 	<p><u>Governance:</u></p> <ul style="list-style-type: none"> • Action on Public Policy task force report on strategies, roles, responsibilities • Annual reports: Student outcome & program reviews, retirements and terminations, salaries, fringe benefits, merit system • Discussion of Board communications plans 	<p><u>Governance:</u></p> <ul style="list-style-type: none"> • Annual reports: Fall enrollment, graduation & retention, comprehensive fiscal report for FY 2004 • Approval of complete 2005 legislative program • Athletics fees 'peers' report
<p><u>Finance:</u> Bond sales</p>	<p><u>Finance:</u></p> <ul style="list-style-type: none"> • Annual Capital program • Capital registers • Finalize FY 2005 budgets 	<p><u>Finance:</u></p> <ul style="list-style-type: none"> • Capital registers • Preliminary FY 06 state operating request issues discussion • Bond sale 	<p><u>Finance:</u></p> <ul style="list-style-type: none"> • Final action on FY 2006 state appropriations requests • Preliminary discussion longer-term public policy priorities • Collective bargaining executive session • Bond sale, capital registers 	<p><u>Finance:</u></p> <ul style="list-style-type: none"> • Capital registers • Bond sale
<p><u>Outreach:</u> Governor to speak at meeting, Lt. Gov. at Newlin dinner, area leaders for lunch</p>	<p><u>Outreach:</u> Dinner with Friends of Lakeside, lunch with area leaders</p>	<p><u>Outreach:</u> Reception with Siouxland leaders, lunch with Siouxland educators</p>	<p><u>Outreach:</u> Iowa City/Cedar Rapids area leaders gathering, annual faculty excellence dinner</p>	<p><u>Outreach:</u> Waterloo/Cedar Falls area leaders gathering, UNI Faculty, staff, and student leaders discussions</p>

December 15-16, 2004 ISU	February 2-3, 2005 SUI	March 14-15, 2005 ISU	May 4-5, 2005 ISD
<u>Committees:</u> Investment, Education & Student Affairs, and Human Resources	<u>Committees:</u> Audit & Compliance, Economic Development, and UIHC Executive Board	<u>Committees:</u> Investment, Education & Student Affairs, and Human Resources	<u>Committees:</u> Audit & Compliance, Economic Development, and UIHC Executive Board
<u>Governance:</u> <ul style="list-style-type: none"> • Mid-year evaluation sessions with executives • Initial presentation of revised strategic plans from special schools • Reports: Performance indicators, diversity, facilities, economic development, requests for professional development • Status report on administrative efficiencies 	<u>Governance:</u> <ul style="list-style-type: none"> • Legislative update • Initial presentation of revised strategic plans from universities • Complete mid-year evaluation sessions with executives as necessary 	<u>Governance:</u> <ul style="list-style-type: none"> • Board self-assessment of operations/structure during the past year • Discussion of progress on 2004-05 Board work plan issues • Legislative update • Finalize institutional strategic plan revisions • Report on budgeting and accounting of tuition 	<u>Governance:</u> <ul style="list-style-type: none"> • Review initial draft of 2005-2006 Board work plan • Approval of any modifications in committee structure or membership desired • Legislative update
<u>Finance:</u> <ul style="list-style-type: none"> • Board Office presentation of initial recommended rates for FY 2006 tuition and financial aid • Capital Registers 	<u>Finance:</u> <ul style="list-style-type: none"> • Capital registers • Preliminary parking, residence systems, misc. fees review • Final action on FY 2006 tuition and financial aid 	<u>Finance:</u> <ul style="list-style-type: none"> • Finalize fees for FY 2006 • Capital registers 	<u>Finance:</u> <ul style="list-style-type: none"> • Capital registers
<u>Outreach:</u> Ames area leaders gathering, annual staff excellence awards dinner	<u>Outreach:</u> <ul style="list-style-type: none"> • (T) State executive branch activity/activities • SUI Faculty, staff, and student leaders discussions 	<u>Outreach:</u> <ul style="list-style-type: none"> • Board event in Des Moines with legislative leaders • ISU Faculty, staff, and student leaders discussions 	<u>Outreach:</u> To be determined