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**UPDATE ON DEVELOPMENT OF 2016-2021 BOARD OF REGENTS STRATEGIC PLAN**

The development of a new strategic plan is an important responsibility for the Board of Regents. The 2016-2021 will provide guidance and direction regarding priorities, goals, and objectives. The plan must anticipate emerging factors, such as technology, demographic shifts, and globalization. A critical component of the plan will address the possible impact of fluctuations in the system's revenue sources, such as enrollment, the economy, and state support.

In December 2015, the consulting firm of Thomas P. Miller & Associates was hired to assist the Board of Regents in creating a comprehensive strategic plan encompassing a series of alternative futures and a common direction. The plan was expected to anticipate emerging factors, such as technology, demographic shifts, and globalization. The process included meeting with campus representatives and stakeholders meeting which occurred in Des Moines on February 2, 2016.

In order to address the strategic issues identified by the stakeholders, the Board selected three priority issues:

- ⇒ Ensuring access to education and student success
- ⇒ Supporting innovation in teaching, research, and economic development
- ⇒ Promoting effective use of resources to meet institutional missions

Objectives and metrics have been identified to contribute to the accomplishment of the three 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, 2016-2021 Strategic Plan has been reviewed multiple times by the Board, the Board Office, and campus representatives. The suggested changes resulting from the reviews are highlighted in orange.

## BUILDING A BETTER FUTURE FOR IOWANS

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BOARD OF REGENTS, STATE OF IOWA

STRATEGIC PLAN WORKING DRAFT

2016 – 2021

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### STRATEGIC PLANNING PROCESS

Beginning in January of 2016, 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 2016 and continue through 2021. This strategic plan enhances 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.

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**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 Braille and Sight Saving School 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 a 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:**

Bruce Rastetter, President	Rachael Johnson
Dr. Katie Mulholland, President Pro Tem	Larry McKibben
Sherry Bates	Dr. Michael Richards
Patricia Cownie	Dr. Subhash Sahai
Milt Dakovich	Dr. Robert Donley, Executive Director and CEO

**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. Williams Ruud	President

CORE VALUES, MISSION, AND VISION

Revised Mission Statement

The mission of the Board of Regents expects”

- Learning that Empower Excellence
- Research that Increases Innovation
- Service that Fulfills Public Purpose
- Civic Responsibility that Enhances the Quality of Life

Revised Vision Statement

The **vision** of the Board of Regents is to be a leading system of public education with affordable access whose faculty, staff, students, and graduates contribute to and inspire a vibrant state, national, and global economy.

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

We are **Learned 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*

We employ **Practices for Transformative Growth:**

- Continuous Improvement
- Civil Collaboration
- Academic Discourse
- Freedom
- Sustainability
- Shared Governance

The Culture of Growth and Innovation of the Board of Regents and its institutions

Empowering the Core Values to cultivate 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.

## 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:

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

### PRIORITY ONE: ENSURING 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 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 identify metrics that demonstrate student success relative to its population and that show growth over time related to educational 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;
- 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 Saving School;
- Course and program revisions based on professional, industry, and economic need;
- Accreditation progress and recommendations.

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 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 incorporate strategies for a system that ensure the accessibility and affordability of higher education at the Regent institutions.

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 financial aid at Regent institutions.
- Educate the public about the 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.
- Examine entrance standards and curricular articulation with high school and community college programs that streamline the requirements for degree completion for the purpose of high quality accelerated learning.

Objective 1.3: The Regent institutions will provide 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 institution's strategic plan shall have goals that ensure all students have equitable access to curricular, co-curricular, and extra-curricular experiences to support their learning goals. Each campus will provide opportunities, including but not limited to, 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.
- Annually, each institution will report the number of students participating and their demographics.
- Annually, report data will be analyzed for equity and actionable goals.

Objective 1.4: The Regent institutions will increase accessibility to high quality e-learning offerings utilizing e-learning, distance and other electronic learning methodologies to facilitate student learning and access to certificates and degrees.

Metrics and Goals:

Each institution shall:

- Increase the number of e-learning, online courses, and hybrid formats in response to unmet needs and demands.  
*Metrics: Number of courses, course enrollments, number of students successfully completing courses.*
- Implement a course sharing pilot project, evaluate the results, and determine if future expansion is warranted.  
*Metrics: Quantitative and qualitative data on student and institutional results and outcomes.*
- Create and implement e-learning degree programs.  
*Metrics: Monitor and report retention and completion rates for degree-seeking e-learning students and implement processes that increase student success.*

**PRIORITY TWO: PROMOTING AND SUPPORTING INNOVATION IN TEACHING, RESEARCH AND ECONOMIC DEVELOPMENT**

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

**Metrics and Goals:**

Each institution's strategic plan shall demonstrate 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 of teaching, scholarship, engagement, and innovative and creative activity and accomplishments. Annually, each institution will report its progress toward these goals. Examples could include, but are not limited to:

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

**Objective 2.2: The Regent institutions will provide world class service and outreach.**

**Metrics and Goals:**

Each institution's strategic plan 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 to foster opportunities for innovation and economic development.**

**Metrics and Goals:**

Each institution annually shall report on significant 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 knowledge, skills, and opportunities to meet evolving workforce needs in a global society. Annually, each institution will report quantitative and qualitative evidence of attention to this goal 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.

### PRIORITY THREE: PROMOTING EFFECTIVE USE OF RESOURCES TO MEET INSTITUTIONAL MISSIONS

Objective 3.1: The Regent Enterprise will continue to seek, implement and strengthen operational efficiencies and effectiveness.

Metrics and Goals:

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

- Optimizing administrative activities through consolidation and restructuring.
- Expanding the shared services functions to increase efficiency.
- Selecting and implementing a minimum of 10 additional business cases from the initial *Transparent, Inclusive Efficiency Review* (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 Board of Regents Office will report annually on activities and progress toward these goals.

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

Metrics and Goals:

The Regent Enterprise shall maximize the technological and associated infrastructures to ensure optimum utilization. Activities will include, but are not limited to:

- Increasing the utilization of current classroom space for educational opportunities by 10% by 2019.
- Coordinating use of production, application, advanced, and research-based technology between and among the institutions.
- Consolidating multiple technology licenses into system-wide licenses to reduce license duplication by 25% by 2021.
- Supporting student access and success through technology innovations.

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

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

Metrics and Goals:

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

- Consolidating 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.
- Developing a comprehensive budget model by 2019.
- Identifying and implementing new alternative funding sources (and recognizing existing sources as potential bridges or launching points for new funding).
- Each Regent institution and the Board of Regents Office will report on activities and progress toward these goals annually.