

The State Board of Regents met on Tuesday, January 20, 1998. The following were in attendance:

January 20

Members of State Board of Regents

Mr. Newlin, President	All sessions
Ms. Ahrens	Excused at 10:50 a.m.
Mr. Arenson	All sessions
Mr. Fisher	All sessions
Dr. Kelly	All sessions
Mrs. Kennedy	All sessions
Mr. Lande	All sessions
Mrs. Pellett	Excused
Mrs. Smith	All sessions

Office of the State Board of Regents

Executive Director Richey	All sessions
Deputy Executive Director Barak	All sessions
Director Houseworth	All sessions
Director Stadlman	All sessions
Assistant Director Tiegs	All sessions
Administrative Assistant Carter	All sessions
Administrative Assistant Friedrich	All sessions
Administrative Assistant Tuttle	All sessions
Minutes Secretary Briggie	All sessions

State University of Iowa

President Coleman	All sessions
Provost Whitmore	All sessions
Vice President True	All sessions
Vice President Jones	All sessions
Interim Director Stork	All sessions

Iowa State University

President Jischke	All sessions
Provost Kozak	All sessions
Assistant to the President Mukerjea	All sessions
Director Bradley	All sessions

University of Northern Iowa

President Koob	All sessions
Provost Marlin	All sessions
Vice President Follon	All sessions
Assistant to President Gadelmann	All sessions

Iowa School for the Deaf

Superintendent Johnson	All sessions
Interpreter Fowler	All sessions
Interpreter Young	All sessions

Iowa Braille and Sight Saving School

Superintendent Thurman	All sessions
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GENERAL

The following business pertaining to general or miscellaneous business was transacted on Tuesday, January 20, 1998.

STRATEGIC PLAN OF THE BOARD OF REGENTS.

President Newlin stated that the Regents had quite a task ahead of them at this meeting. They would be reviewing and finalizing the strategic plan. He said the first section (which included the mission statement, responsibilities statement, vision statement, values statement, culture statement, organizational governance and structure, external and internal factors and response options, and critical factors for success) had received tentative approval at the October Regents retreat.

President Newlin stated that the Organizational Audit Study Group had met on two occasions recently and reviewed the draft strategic plan. Changes suggested by the study group had been incorporated into the document under review at this meeting.

President Newlin asked that Mr. Richey lead the discussion of the action steps for each of the Key Result Areas. He noted that Ken Boutwell and Dan Layzell of MGT, and Bob Smith of Strategies and Teams, Inc., were also present to assist in the discussion.

Regent Smith stated that at the October retreat, the Regents spent a lot of time developing action plans and critical factors for the Board to address to be successful.

Mr. Richey stated that to a significant extent most of the issues addressed in October were addressed within the redrafted strategic plan. Areas not covered within the strategic plan included academic freedom and hiring high-quality leadership. He said those issues were better addressed in the culture, vision and mission statements than in the action plans. He noted that the issue of academic freedom is very controversial.

President Newlin expressed appreciation for the work of Mr. Richey, Dr. Barak, Assistant Director Tiegs and other members of the Board Office staff on the strategic plan draft.

Mr. Richey addressed KRA 1 – Become the best enterprise of public education in the United States. He said the objectives had not changed but the strategies and action steps had been reconfigured. Research and service were integrated within the total governance of the Board.

The Regents discussed the charts of MGT performance indicators.

Mr. Layzell said the matrix pertained back to the draft strategic plan in October. The five columns refer to reporting within the institution's own strategic plan.

President Koob noted that some of the performance areas are not addressed in the University of Northern Iowa's strategic plan because they are included within Board governance reports.

President Koob referred to action step 1.1.1.1 – Increase the percentage of undergraduate courses taught by senior faculty. At the University of Northern Iowa there is little room to increase. He said it was unclear what action the university should take.

Mr. Richey said that issue related to the research universities. It was not an issue for the University of Northern Iowa although university officials could report on it if they wished. There is a governance report that shows how well the university is doing.

Regent Lande stated that the Regents would need to address the University of Northern Iowa concern if the institution retreated from its high standard for instruction by senior faculty.

Regent Arenson stated that if they look at this as a Board of Regents strategic plan, then generally the Board of Regents wants to strengthen undergraduate teaching. He suggested that the language be reworded to state "Regent universities" and take out the word "each".

Mr. Richey stated that each university will be in unequal positions which the governance reports would reveal.

Regent Arenson said the Board's role will be to review the universities' strategic plans and indicators, and ensure those are appropriate in the Board's view.

Mr. Richey said that if performance areas are not addressed within the institutional strategic plans, they will be included in the governance reports.

Regent Fisher referred to action step 1.1.1.5 – Each institution develop and implement English language proficiency standards for all teaching assistants. He asked if this action step was in response to a new legislative initiative. Mr. Richey responded that there was a legislative initiative 7 to 8 years ago.

Regent Fisher referred to action step 1.1.2.1 – Each university assess all academic programs at least once every 7 years and report to the Board through appropriate governance reports. He said seven years seemed like a long time between assessments.

Director Barak responded that the review process is very extensive, consisting of self-studies and outside consultants. It was not possible to perform assessments much more often. He said the action step assures that all programs at the institutions are assessed.

President Newlin referred to action step 1.2.1.4 – Each institution increase funding from private sources. He stated that the universities have been extremely successful in the area of private fund raising.

With regard to action step 1.2.2.3 – Resist efforts to include funding outside of state general fund or state infrastructure fund in the appropriations bills -- Mr. Richey stated that there are attempts by legislators every few years to create legislation allowing appropriation of non-state funds. He said the Board of Regents reports very thoroughly to the legislative committees and legislative staff about non-state funds received by the institutions.

Mr. Richey noted that Regent Kelly had asked him to develop a list regarding maintaining the Board's autonomy and governance. He stated that those issues were kept in mind as this strategic plan was developed.

Director Geadelmann referred to action steps 1.2.2.2 – Resist efforts that would include program directions in appropriations language -- and 1.2.2.3. -- Resist efforts to include funding outside of state general fund or state infrastructure fund in the appropriations bills. She said she concurred wholeheartedly with the statements but suggested the use of a more positive word than “resist”, such as “preserve” or “maintain”.

President Newlin said that was a good suggestion, and that a more positive word would be used.

MOTION: Regent Fisher moved to approve KRA 1, as revised. Regent Smith seconded the motion.
MOTION CARRIED UNANIMOUSLY.

President Newlin stated that an individual who is a specialist in communications would smooth out the wording of the strategic plan document before its final printing.

Regent Lande asked that the changes be clearly reflected in what is provided to the Regents.

Mr. Richey reviewed KRA 2 – Provide access to educational, research, and service opportunities within the missions of the Regent institutions.

President Newlin stated that with staff's efforts, the Regents now have in this strategic plan a format for activities already taking place. He said it will also be helpful for Executive Director Designate Stork to have available to him the information provided in this document.

President Koob stated that the remarks section of action step 2.1.1.4 – Raise the percentage of lowans possessing baccalaureate degrees to the national average – implied that the universities have a responsibility to increase the availability of jobs in Iowa ("The goal requires development of opportunities for holders of baccalaureate degrees to remain in the Iowa economy").

Mr. Richey said that was not at all the intent. The availability of job was not something over which the Regents have control simply by the output of bachelor's degree holders. The responsibility is by the state ("by the state" to be added to the remarks section of action step 2.1.1.4).

Regent Lande stated that he had heard a statistic that 41-44 percent of today's college entrants enter a community college somewhere in the United States. In Iowa, that number is 66 percent. He asked if a culture was being developed in which completion of the AA degree is an end point. Should a culture be built within the state that makes completion of the AA degree a first step?

President Jischke stated that enrollment in Regent institutions is roughly equal to enrollment in community colleges. Taking into account the Regent universities' graduate enrollment and upper division enrollment, the community colleges necessarily must have more enrollments in the first two years than do the Regent universities. He said he would not be surprised if the number was 60 percent.

Mr. Richey stated that the 66 percent figure Regent Lande referred to was the number of high school graduates who go on to post-secondary education. He said the latest figure he heard was 70 percent.

President Jischke stated that the question of what fraction of Iowa residents hold a bachelor's degree is a very complicated question. He said a study of the retention rates and transfer rates from community colleges to 4-year institutions would be quite revealing. Regent universities' retention rates are double to triple that of the community colleges. He said there is also the question of opportunities after receiving a bachelor's degree. There must be jobs in the state that are attractive to young people.

Regent Arenson stated that the goal was important. The Regents are a major player. The Regent institutions need to do what they can to increase the number of Iowans with bachelor's degrees.

Regent Kennedy noted that there had been several comments about community colleges' retention rates and transfer rates, and the success rates of community college students who transfer to Regent universities. She said this was an opportunity to give credit for the role the community colleges play in higher education. In rural Iowa, many citizens have associate degrees. If the Regents collaborate with other institutions of higher education to ensure the Regent institutions receive more of the transfer students, it may help to ensure that more people stay in Iowa. She said the students in the community colleges are the ones who stay in Iowa.

Mr. Boutwell stated that Iowa is in the top 10 in the United States in degree productivity.

President Koob suggested including in the "remarks" section of this action step to pay attention to the transfer of community college students to Regent institutions.

Mr. Richey said that was covered under marketing strategies but it could also be mentioned specifically under this action step.

There was discussion about whether the strategies for retention were related to marketing.

Mr. Richey stated that marketing is part of customer relations.

Provost Marlin suggested that retention would probably fall more properly under KRA 1 regarding undergraduate education.

Mr. Richey suggested, and the Regents agreed, to move action step 2.1.2.2 – Develop and implement effective strategies for retention of students -- to become 2.1.1.2. He

noted that Ann Cleary, University of Iowa, had made an eloquent statement about the need to provide services and market the university in terms of retaining students.

Superintendent Johnson asked if action step 2.1.2.1 – Develop and implement effective marketing strategies – applied to the special schools. Mr. Richey responded affirmatively, stating that the school's relationships within the communities were critical. Students come to the special schools through the local areas. Those relationships cannot be ignored as critical to the marketing of the institutions.

Regent Kennedy referred to action step 2.1.2.3 – Increase collaboration and cooperation with other sectors of post-secondary education in marketing efforts. She noted that the remarks section stated "Joint effort with Iowa Coordinating Council for Post-High School Education and Iowa Association of College Presidents". She questioned whether they should include "other institutions".

Mr. Richey agreed with Regent Kennedy.

With regard to action step 2.2.1.1 – Develop recommendations for ongoing assessment of distance education needs in Iowa – President Newlin requested that October 1998 be included in the "Scheduled Completion or Monitor Date" column.

Mr. Richey referred to action step 2.2.1.3 – Increase distance enrollment by 10% annually – and asked for the origin of the percentage. Director Barak responded that it came from the report on distance education.

Mr. Richey suggested, and the Regents agreed, to delete the 10 percent figure and wait until the first annual report to determine a percentage.

Mr. Richey stated that action step 2.2.2.4 – Monitor actions taken by SUI leadership to comply with the charge of the Board – should be changed to add "relative to the clinical enterprise". Also, the remarks section of action step 2.2.2.5 – Delegate to President and leadership of the extension program authority to take actions to ensure access of Iowans to Iowa's extension services – would be changed to replace "periodically" with "at least annually".

MOTION: Regent Arenson moved approve KRA 2, as revised. Regent Ahrens seconded the motion. Motion carried unanimously.

Mr. Richey reviewed KRA 3 – Establish policies to encourage continuous improvement of the climate for diversity and ensure equal educational and employment opportunities.

President Newlin referred to action step 3.1.2.1 – Review the Board's mechanisms for monitoring progress, policies, and practices relating to diversity and equal opportunity – and asked to add “and superintendents” under the “Who Responsible” column.

Regent Arenson asked to add the word “annually” to the end of action step 3.1.2.4 – Analyze the completed governance reports for their implications for diversity.

Regent Kennedy asked to add “and annually thereafter” in the “Scheduled Completion or Monitor Date” columns of action steps 3.1.1.2, 3.1.1.3, and 3.1.1.4.

Mr. Richey stated that on the pages related to KRA 3, the Board Office was following up on the work of that KRA group at the October retreat in terms of ensuring continuous improvement of the climate for diversity, ensuring equal opportunity, etc. He noted that the group will perform a significant review of the issue over the next few months as well as present a report to the Board. Once that review is completed, action step 3.1.1.1 – Prepare recommendations to the Board of Regents as to how to improve the climate for diversity and equal opportunity -- then governs in terms of annually reporting.

Regent Kennedy asked if the group's recommendations for the Board would be based on an evaluation of Board policies, documents, governance reports, case law, and peer group policies and practices. Mr. Richey responded affirmatively, noting that the review would not have to duplicate the major review currently being undertaken.

Regent Kennedy questioned whether the Board needs to have, on a regular basis, some kind of review of policies, case law or peer review once the initial review is accomplished.

Regent Arenson stated that this issue is fairly dynamic. The law changes. In some cases people at the universities do not know what to do and the Regents do not know what to do. As long as this area is changing rapidly, the Regents need to continue to look at these issues. The Board has goals and objectives for diversity. The Board needs to determine what can and cannot be done legally. It can then set goals appropriately. He said it may require a more frequent review of these issues.

MOTION: Regent Fisher moved to approve KRA 3, as revised. Regent Kennedy seconded the motion.
MOTION CARRIED UNANIMOUSLY.

Mr. Richey reviewed KRA 4 -- Meet the objectives of the Board and institutional strategic plans and provide effective stewardship of the institutions' state, federal and private resources. He said Objective 4.1.0.0 -- Annually review institutional strategic plans for consistency with Regent strategic plan in support of Regent-wide and

institutional initiatives -- was not changed. Action step 4.1.1.1 -- Develop and disseminate common institutional budget requests in an approved format for Board Office review -- was present policy, and had been Board policy as long as Mr. Richey has been on staff. Action step 4.1.1.2 -- Prepare for the Board a review and recommendations of preliminary institutional operating budgets -- included a starting date of April. While institutional officials start actual budget development earlier than April, Mr. Richey said institutional officials submit budgets to the Board Office after the legislative session and with some understanding of the Governor's intent about signing appropriation bills. In May the Board reviews preliminary proposals from the institutions as to budget policies for the upcoming fiscal year. The presentation includes salary policy, consistency with Board views and policies, consistency with strategic plans for the Board and institutions, etc.

President Newlin asked that Mr. Richey's comments be included under the "remarks" column.

Regent Arenson referred to Action Step 4.1.2.1 -- Review and analyze annually progress on strategic plans from each institution for Board consideration. He said it was difficult to annually review institutions' strategic plans when the Regents are expected to approve the plans at the same meeting at which the plan is presented.

President Newlin suggested the Board receive the strategic plans in November and delay approval until December. Such a procedure would allow a full 30 days for the Regents to reflect on the strategic plans.

Mr. Richey said the major institutional presentations occur in November. The Board could take final action in December. Major presentations in November would assist the Board in analyzing the strategic plans and raising questions.

Regent Kennedy asked that the "remarks" column include language that review and discussion would take place in December before final approval of the institutional strategic plans.

President Jischke stated that the institutional strategic plans are 5-year plans approved by the Board of Regents at the beginning of the 5-year period. Annually, institutional officials report on progress. He questioned whether it was appropriate for the Board to approve a progress report.

Regent Kennedy asked whether the Board was supposed to be commenting on the progress. If the strategic plan progress reports are received in November with final action to take place in December, the Regents then have a month in which to challenge whether the standards are high enough.

President Jischke suggested language that the Board reaffirm the strategic plan or suggest modifications in the strategic plan. The progress report in November reviews what has already happened. It is retrospective.

President Koob stated that the University of Northern Iowa strategic plan process allows every year for an evaluation to occur. Institutional officials ask for approval of changes.

Regent Arenson stated that at the last retreat, the Board of Regents members had discussion about whose strategic plan was whose. The conclusion was that the Board delegates the authority to the institutions to develop institutional strategic plans, which the Board then approves. The Regents make sure the institutional plans are in conformity with the goals and objectives of the Board.

Regent Lande said he believed it was necessary to have the extra month in the 5th year of the strategic planning process.

Regent Kennedy suggested the action steps be broken down into the annual review process and the review done every 5 years.

Mr. Richey responded that the five-year review was addressed in action step 4.1.2.3 – Review institutional update of five-year strategic plans and present changes to the Board of Regents for approval. He stated that strategic planning was as important as the Board's budget and appropriation decisions. The Board takes two Board meetings to do every one of those actions. He agreed that the degree of review is different every 5 years; however, the issues are there in terms of the annual progress report and the Board's review and reflection on it. He said the second month could be almost pro forma as it sometimes is with budget actions.

Regent Lande suggested that "December" be added under the "actual completion date" column.

Regent Lande said he did not want to set a standard that it will take a full month every year to take action on the strategic plan progress reports.

Regent Arenson stated that if the Board is trying to increase quality and enhance diversity, the Regents have to analyze the institutional strategic plans. He preferred to receive the strategic plans and institutional presentations, have a month to review, and then have genuine debate the next month. That is what is not provided in the current planning process. He did not want to wait 5 years to talk about whether the institutions are heading in the right direction and conforming with the Board's goals.

Mr. Smith suggested the Regents not limit themselves to the notion of progress reports, only. Strategic planning is a dynamic process. There will be modifications and evolution. He suggested using the word "updating".

President Newlin and Regent Kennedy suggested revising Action Step 4.1.2.1 to read: Review and analyze annually progress and modification to the strategic plans from each institution for Board consideration.

President Coleman stated that the strategies evolve to meet the goals. She did not foresee the goals changing. University of Iowa officials have already changed some of the targets and strategies of its strategic plan. She said she would welcome an opportunity to present a progress report in November with Board discussion in December.

Regent Kennedy suggested the language read that the Board will annually review strategies and targets, and have a complete evaluation of the goals every 5 years.

President Jischke said he anticipated that the report in November would be retrospective on what happened in the past year. The strategic plan is a forward-looking road map for what university officials want to do in the coming year. Based on the November progress report, the Regents may want to suggest some revisions. He suggested the two reviews be separated. In November there would be a retrospective review. In December there would be discussion, update and reaffirmation of the institutional strategic plans.

Regent Arenson asked to state clearly that the Board expects strategic plans to be dynamic.

Mr. Richey said that language would be included in the remarks.

Regent Lande asked to reflect Presidents Coleman's and Jischke's comments in the remarks section, also.

Regent Kennedy suggested that Action Step 4.1.2.1 indicate that the Board would tweak the strategies and targets and that Action Step 4.1.2.3 indicate that the Board would reevaluate the goals.

President Newlin stated that the phraseology under the "remarks" column for those two action steps would be revised.

There was discussion about when time is set aside on the campuses to brainstorm about the strategic plans.

Regent Kennedy questioned whether it was an exercise in futility for the Regents to make comments in December when it could be the following summer before the comments would be incorporated into discussions on campus.

President Jischke stated that if in December the Board members said they did not like a particular aspect of Iowa State University's strategic plan, university officials would change it in January.

President Koob stated that the Board report would always be out of sync with the University of Northern Iowa campus process.

President Coleman stated that the University of Iowa's strategic planning committees meet monthly; therefore, changes can be made monthly. She noted that the strategic planning process was closely tied to budget preparation.

Regent Kelly thanked Regents Arenson and Kennedy for the time and expert analysis they have given the subject of strategic planning.

Regent Arenson stated that the Board was about to adopt a formal strategic plan. There would be an obligation to make sure that the institutional plans are in alignment with the Board's plan.

President Newlin stated that Regent Arenson's comments would be included in the strategic plan.

President Coleman referred to Action Steps 4.3.1.1, 4.3.1.2, and 4.3.1.3 and asked that there be a recognition of the role of the chief business officers at each of the universities. Mr. Richey agreed, stating that the steps could not be accomplished without those individuals.

President Newlin asked to add wording under the "remarks" column of those action steps referencing MGT performance indicators and the Board's governance reports.

Mr. Richey referred to Action Steps 4.3.2.1 – Review and recommend changes in the institutional building repair budget allocation -- and 4.3.2.2 – Review and recommend changes in the institutional equipment budget allocation. He asked to add "and institutional heads" under the "Who Responsible" column.

President Koob referred to Action Step 4.3.2.2 (see above) and asked if it included academic equipment. Mr. Richey said it included all initiatives. There might be an item for instructional equipment.

President Koob questioned whether the Executive Director was the appropriate individual to be recommending such levels. Mr. Richey responded that the Executive Director makes recommendations on salaries, academic programs, etc., in consultation with institutional officials. He stated that it is a function of the position to make informed recommendations to the Board. Normally, it is a threshold recommendation. He said the Executive Director is in the best position to balance requests of all of the institutions. It is done in close consultation with institutional heads.

Regent Kennedy asked to add the word “annually” under the “Scheduled Completion or Monitor Date” of Action Step 4.3.3.2 – Develop matrix of all funds capital expenditures and compare year-to-year trends.

Mr. Richey suggested changing the wording of Strategy 4.4.2.0 to read: Increase cooperation and collaboration among the Regent institutions and with other educational agencies including community colleges and independent colleges.

MOTION: Regent Kennedy moved to approve KRA 4, as revised. Regent Arenson seconded the motion.
MOTION CARRIED UNANIMOUSLY.

President Newlin asked for proposed revisions to the first section of the draft strategic plan, which included the mission statement, responsibilities statement, vision statement, values statement, culture statement, organizational governance and structure, external and internal factors and response options, and critical factors for success.

Regent Kennedy referred to the following critical factor for success: Maintain public understanding and confidence in the Regent enterprise. She asked that when the strategic plan is in its final form, staff create a 15-minute power point presentation that any of the Regents could use at presentations around the state.

President Newlin stated that in the next several months, long and short leaflet-type forms of the strategic plan would be developed. The short form could be converted into a power point presentation.

President Newlin asked if the Regents were in general agreement on the issue of communicating the Board of Regents strategic plan.

MOTION: Regent Kennedy moved to approve the plan for communicating the Board of Regents strategic

plan. Regent Arenson seconded the motion.
MOTION CARRIED UNANIMOUSLY.

Regent Kennedy referred to the Vision Statement, and said the word “Iowa” was limiting. She asked to add “and the world”. The revised Vision Statement would read as follows:

The Board of Regents expects its enterprise of public education to become the best in the United States.

The Board of Regents will be seen as the nation’s higher education leader in developing the best educated state in the nation, in creating new knowledge that demonstrably improves the quality of life for Iowans, and in employing the resources of the Regent institutions to serve the needs of Iowa and the world.

Regent Fisher stated that the revision was appropriate in terms of the funding received from the federal government.

MOTION: Regent Fisher moved to approve pages 1-24 of the strategic plan which included the mission statement, responsibilities statement, vision statement (as revised), values statement, culture statement, organizational governance and structure, external and internal factors and response options, and critical factors for success. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

MOTION: Regent Fisher moved to approve pages 38-61 of the strategic plan, subject to wording agreed to be added in the “remarks” columns. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

Regent Kennedy stated that great efforts of many people went into the development of the strategic plan. She thanked Mr. Richey, Dr. Barak and Assistant Director Tiegs for coordinating what was said by the Board, MGT, and institutional officials in their brainstorming sessions.

President Newlin thanked Mr. Smith for his efforts.

GENERAL
January 20, 1998

President Newlin then asked Board members and institutional officials if there were additional general or miscellaneous items for discussion. There were none.

ADJOURNMENT.

The meeting of the State Board of Regents adjourned at 10:59 a.m., on Tuesday, January 20, 1998.

R. Wayne Richey
Executive Director