

MEMORANDUM

To: Board of Regents
From: Board Office
Subject: Report on Board 2004-09 Strategic Plan
Date: January 5, 2004

Recommended Action: Consider for preliminary review the Board's 2004-09 Strategic Plan.

Executive Summary:

The Board of Regents, State of Iowa, conducts strategic planning to establish focus, direction and continuity; provide strategic direction; and help to ensure public accountability by the Regent institutions. The Board also is complying with the 2001 Accountable Government Act, which requires state agencies to develop strategic plans.

The Board completed the final year of its 1998-2003 Strategic Plan, *Investing in the Future*, adopted in January 1998. Each year, the Board reviews a progress report on the ongoing implementation of the Strategic Plan and makes revisions as needed.

As with the Board's current plan, the 2004-09 Strategic Plan will strive to:

- Maximize opportunities and benefits for Iowans and enhance the quality of life in the state;
- Demonstrate public accountability of the Board and its institutions with priorities and objectives that are measurable and meaningful;
- Ensure the institutional strategic plans and the Board's Strategic Plan are consistent and linked; and
- Provide the flexibility to respond appropriately to internal and external opportunities and issues.

Actions to Date:

Components of the 2004-09 Strategic Plan developed to date are the result of meetings of the Board of Regents held April 5-6, May 21, June 19, and July 7, 2003, with additional refinement by the Regents:

- At its May 22, 2003, meeting, the Board formally approved the Strategic Plan's mission, vision, and values.
- At its June 19 meeting, the Board formally approved the plan's culture statement and priorities.
- At its July 7 meeting, the Board formally approved the plan's objectives.

- At the June 18 meeting of the Strategic Planning Priority Issues Study Group, Board members authorized a team of institutional representatives to begin drafting the plan's strategies and performance indicators.
 - The institutional team met on August 25, September 16, and October 15 to draft strategies and performance indicators for the plan.
 - In addition, the special school superintendents and designated staff met on September 4 to discuss components of the plan that pertain specifically to the special schools.
- The Strategic Planning Priority Issues Study Group then met on November 7 and December 4 to review, discuss, and refine the draft strategies and performance indicators.

At the December 4th Strategic Planning Priority Issues Study Group meeting, Board members requested a final review and input from institutional heads. That input was received at the end of December and has been incorporated into this Board staff draft.

Proposed Next Steps

The Board's 2004-09 Strategic Plan is presented this month for preliminary review (see attachment) and next month for final approval.

Background:

The Board of Regents, State of Iowa, was established to govern and coordinate the functions of five public education institutions: the University of Iowa, Iowa State University, University of Northern Iowa, Iowa School for the Deaf, and the Iowa Braille and Sight Saving School.

Twelve years ago, the Board of Regents initiated long-range strategic planning as a result of a Peat Marwick organizational audit. The Board also reviews and formally approves strategic plans for each Regent institution. The Board and its institutions continue to evaluate progress on their strategic plans and revise priorities, strategies, and measures as needed. Through these strategic plans, the Board strives to make Iowa public universities and special schools the premier institutions of their type.

The Regents view strategic planning as essential to effective governance of the institutions. The Board's commitment to providing high-quality education and service to citizens and the state is reaffirmed by the approved components of the 2004-09 Strategic Plan.

The Board's plan will guide the Regent institutions in shaping and revising their own institutional strategic plans.


Barbara D. Boone

Approved: 
Gregory S. Nichols

Board of Regents, State of Iowa: 2004-2009 Strategic Plan DRAFT

The Board of Regents, State of Iowa, and its institutions serve Iowa, its citizens, and the world by being a recognized leader in these four priorities:

- 1.0. Ensure high-quality educational opportunities for our students.
- 2.0. Discover new knowledge through research, scholarship, and creative activities.
- 3.0. Provide needed service and promote economic growth.
- 4.0. Demonstrate public accountability and effective stewardship of resources.

The Board of Regents has identified four sets of objectives that set its course for accomplishing the four priorities. The Board has also defined strategies for meeting these objectives. The success of the plan will be measured by performance indicators appropriate for each strategy.

Strategies and indicators that fulfill more than one priority or objective appear more than once in the strategic plan.

1.0. Educational Opportunities

The Board expects the Regent institutions, in accordance with their respective missions, to:

1.1. Offer high-quality programs through ongoing program improvement for undergraduate, graduate, professional, and non-degree students and special school students.

- 1.1.1. Utilize continuing quality improvement processes for all academic programs.
 - 1.1.1.1. *Completion of assessment of academic program review process and guidelines, including assessment of student outcomes in all academic programs*
 - 1.1.1.2. *Average undergraduate class size and faculty-to-student ratio*
 - 1.1.1.3. *Percent of undergraduate student credit hours taught by tenured/tenure-track/clinical faculty and lecturers*
- 1.1.2. Continue to improve efforts to recruit, enroll, and retain a qualified and diverse student body.
 - 1.1.2.1. *Qualifications of new freshmen (e.g., ACT score, high school rank)*
 - 1.1.2.2. *Profile of undergraduate, graduate, and professional student populations by race, ethnicity, gender, and disability*
 - 1.1.2.3. *Total financial aid awarded to resident and nonresident undergraduate and graduate/professional students; number and percentage of resident and nonresident undergraduate and graduate/professional students receiving financial aid (1.2.2.1.)*

- 1.1.2.4. *Retention rates of students by race, ethnicity, and gender*
- 1.1.2.5. *Development and implementation of an instrument to assess campus climate related to achieving the educational benefits from having a diverse campus community (1.1.3.3.)*
- 1.1.3. Expand educational experiences for Iowa's future workforce and foster cultural understanding by recruiting and retaining a highly qualified and diverse faculty, staff, and administration.
 - 1.1.3.1. *Profile of faculty, staff, and administrators by race, ethnicity, gender, and disability, and ratio of tenure to non-tenured faculty by college or school*
 - 1.1.3.2. *Retention and tenure rates of faculty by race, ethnicity, and gender*
 - 1.1.3.3. *Development and implementation of an instrument to assess campus climate related to achieving the educational benefits from having a diverse campus community (1.1.2.5.)*
 - 1.1.3.4. *Percent of special school teachers and staff participating in professional development in collaboration with higher education programs (2.1.1.3.)*
- 1.1.4. Provide special school students with skills for lifelong learning and community participation.
 - 1.1.4.1. *Percent of Individual Education Program goals met and progress made, including diploma attainment, as appropriate*
 - 1.1.4.2. *Amount and type of services provided by special school personnel to off-campus students with disabilities*
 - 1.1.4.3. *Collaboration with other educational organizations to serve the needs of special school students and other students with disabilities*
 - 1.1.4.4. *Level of the use of the special schools' instructional materials centers and electronic resources to disseminate professional materials to teachers, paraprofessionals, related professionals, and families*
 - 1.1.4.5. *Development and implementation of an assessment instrument that tracks special school students' participation in extracurricular and community life activities*

1.2. Facilitate student access and transitions to the Regent universities.

- 1.2.1. Develop collaborative efforts that enable qualified Iowans to access postsecondary education.
 - 1.2.1.1. *Percentage of Iowa high school students who direct that their performance on the ACT examination be sent to the Regent universities*
 - 1.2.1.2. *Percentage of eligible Iowa community college students who enroll in the Regent universities among those who apply for admission*
 - 1.2.1.3. *Headcount enrollment in credit and non-credit courses offered through distance education and off-campus instruction in Iowa (3.1.2.1.)*
 - 1.2.1.4. *Number of courses and programs offered via distance learning (3.1.2.2.)*
- 1.2.2. Continue efforts to maintain and enhance affordability of the Regent universities.
 - 1.2.2.1. *Total financial aid awarded to resident and nonresident undergraduate and graduate/professional students; number and percentage of resident and nonresident undergraduate and graduate/professional students receiving financial aid (1.1.2.3.)*
 - 1.2.2.2. *Tuition and fees as a percentage of Iowa's per capita income, compared to surrounding states and the national average*
 - 1.2.2.3. *Comparative analyses of tuition and fees of Board-established peer groups of the Regent universities*
- 1.2.3. Collaborate with other education sectors to inform Iowa high school students about the preparatory work required to enroll in the Regent universities.
 - 1.2.3.1. *Profile of core/non-core courses taken by Iowa high school students as reported by ACT*
- 1.2.4. Ease Iowans' access to opportunities of the Regent institutions through enhanced customer service and communication, clear and simplified admission processes, and collaboration with other education sectors.
 - 1.2.4.1. *Assessment of undergraduate application processes to ensure seamless transitions to the Regent universities from other education sectors*
 - 1.2.4.2. *Creation of a common web site among the Regent institutions, Iowa community colleges, and the Iowa Department of Education, and number of hits on the site*
 - 1.2.4.3. *Development of a common undergraduate application form for the Regent universities*

1.3. Provide value-added educational experiences that foster student success in degree attainment.

1.3.1 Determine levels of student program completion and promote degree attainment.

1.3.1.1. *Undergraduate student four-year and six-year enterprise graduation rates (3.1.1.1.)*

1.3.1.2. *Undergraduate student length of time to degree (3.1.1.2.)*

1.3.1.3. *Undergraduate post-graduation status (3.1.1.3.)*

2.0. Research and Scholarship

The Board expects the Regent institutions, in accordance with their respective missions, to:

2.1. Support and increase research, scholarship, and creative activities at the Regent institutions to serve the needs of Iowa and its citizens.

2.1.1. Continue efforts to increase the quantity and quality of research, scholarship, and creative activities.

2.1.1.1. *Development of specific measures of scholarly productivity*

2.1.1.2. *Library system ranking*

2.1.1.3. *Percent of special school teachers and staff participating in professional development in collaboration with higher education programs (1.1.3.4.)*

2.2. Create and pursue opportunities to widely disseminate knowledge to other sectors to enhance applications, including those that stimulate economic growth in Iowa.

2.2.1. Stimulate commercial application of knowledge and creation of jobs in Iowa through business and technology incubation, relationships with external partners, and services for businesses, entrepreneurs, and communities statewide.

2.2.1.1. *Number of new patents filed (3.2.1.4.)*

2.2.1.2. *Number of new technologies licensed/options (3.2.1.4.)*

2.2.1.3. *Number of jobs created in Iowa as a result of the universities' economic development programs and activities (3.2.1.4.)*

3.0. Service and Economic Growth

The Board expects the Regent institutions, in accordance with their respective missions, to:

3.1. Enhance the knowledge, abilities, opportunities, and personal incomes of individual Iowans through educational attainment.

3.1.1. Expand efforts that foster student success and encourage cultural competence and lifelong learning. (1.1.1.)

3.1.1.1. *Undergraduate student four-year and six-year enterprise graduation rates (1.3.1.1.)*

3.1.1.2. *Undergraduate student length of time to degree (1.3.1.2.)*

3.1.1.3. *Undergraduate post-graduation status (1.3.1.3.)*

3.1.2. Maintain and create opportunities for distance learning.

3.1.2.1. *Headcount enrollment in credit and non-credit courses offered through distance education and off-campus instruction in Iowa (1.2.1.3.)*

3.1.2.2. *Number of courses and programs offered via distance learning (1.2.1.4.)*

3.2. Attract investment to Iowa and grow a variety of business opportunities in the state by building on research strengths and increasing technology transfer to commercial and nonprofit entities.

3.2.1. Increase collaborations among Regent institutions and with for-profit and nonprofit organizations to enhance the Regent enterprise's economic impact.

3.2.1.1. *Major economic development collaborative projects with other state agencies, other public education institutions, and community/government entities*

3.2.1.2. *Major economic development collaborative projects with Iowa businesses and entrepreneurs*

3.2.1.3. *Economic development special appropriations*

3.2.1.4. *Number of invention and patent applications and approvals; intellectual property disclosures; licenses executed; licenses producing income; amount of annual external funding and other types of support for Regent institutions' research, incubator capabilities and facilities; activities of university research parks and related programs, including job creation in Iowa (2.2.1.1.; 2.2.1.2.; 2.2.1.3.)*

3.3. Improve the quality of life in Iowa through educational outreach programs, exceptional and accessible health care, cultural and recreational opportunities, and other valued public services in response to the needs of Iowans.

- 3.3.1. Encourage, support, and evaluate outreach services and opportunities that benefit Iowans.
 - 3.3.1.1. *Numbers of individuals, organizations, counties, and communities served annually by educational outreach programs of the Regent institutions, reflecting statewide geographic impact*
 - 3.3.1.2. *Numbers of individuals, organizations, and communities served annually by other public services of the Regent institutions, including University of Iowa State Hygienic Laboratory, Iowa State University Extension, University of Northern Iowa Business and Community Services, and other programs*
 - 3.3.1.3. *Number of patients served annually by University of Iowa Hospitals and Clinics, national measures of the quality of care, and increased patient satisfaction with the clinical experiences*
 - 3.3.1.4. *Number of institution-wide cultural, fine arts, athletic, and other events offered annually, and number of attendees in each category*

4.0. Public Accountability

Serving the people of Iowa, the Board of Regents and its institutions will:

4.1. Utilize management and oversight systems that regularly measure achievements in Board and institution strategic priorities, while pursuing continuous quality improvement in programs and services.

- 4.1.1. Pursue opportunities to realize greater efficiency in operations, consistent with best practices in the delivery of education and other services.
 - 4.1.1.1. *Evaluation of the efficiencies and reallocations within the Board's budgetary processes*
- 4.1.2. Monitor types and implications of governance reports.
 - 4.1.2.1. *Periodic evaluation of all governance reports to determine which should be continued, combined, revised, or deleted; the content and timing of the reports; and whether the Board should request of the Iowa Legislature statutory changes in current reporting requirements*

4.1.3. Periodically review the Board's strategic plan and the Regent institutions' strategic plans and assess progress, using performance indicators.

4.1.3.1. *Periodic review of the Board's and institutions' strategic plans*

4.2. Maximize benefits to Iowans and other citizens by determining appropriate needs for institutional resources and obtaining and managing them effectively.

4.2.1. Advocate for adequate support and optimize funding for Regent institutions from all sources to attract and retain high-quality faculty and maintain infrastructure for teaching and discovery of knowledge.

4.2.1.1. *Regent enterprise share of state appropriations*

4.2.1.2. *Percentage of educational expenditures by source*

4.2.1.3. *Trend data on revenues from all sources*

4.2.1.4. *Faculty and staff salaries as compared to peer institutions*

4.2.1.5. *Regent share of state appropriations for capital projects that support teaching, research, scholarship, and creative activities*

4.3. Expand opportunities for individuals by strengthening Iowa's educational system through collaboration with other education sectors.

4.3.1. Serve as active partners in developing and implementing statewide education improvement initiatives.

4.3.1.1. *Demonstrated leadership and participation in statewide education improvement initiatives and organizations, including such activities as the Iowa Coordinating Council for Post High School Education, Iowa Learns Council, Iowa College Student Aid Commission, Iowa Public Broadcasting Board, Iowa Workforce Development Board, Education Telecommunications Council, and Iowa Student Loan Liquidity Corporation*

4.4. Ensure compliance with Board policies and legal mandates through responsible oversight of operations.

4.4.1. Develop appropriate policies to ensure compliance with legal mandates and other regulations.

4.4.1.1. *Results of regular review of policies, including assessment of timeliness, appropriateness, and effectiveness of Board policies*

4.5. Serve as an active and enthusiastic advocate and communicator for the Regent institutions, their students, and the citizens they serve by maintaining positive relationships with elected officials, other education sectors, the media and the public at large.

4.5.1. Communicate the opportunities, value, impact, and accountability of the Regent enterprise to targeted constituents through cost-effective methods.

4.5.1.1. *Implementation, evaluation, and enhancement of Board's communications plan, including regular online newsletter, web site, news releases, submission of editorials, media responses, and outreach activities with targeted constituents*

4.5.1.2. *Utilization of research and public dialogue to evaluate and enhance awareness and understanding of the Regent enterprise*

4.6. Acquire and manage resources that support needed services and economic growth.

4.6.1. Optimize funding for Regent institutions for educational outreach programs, health care, cultural and recreational opportunities, economic growth, and other valued public services.

4.6.1.1. *Regent enterprise share of state appropriations for outreach, health care, economic growth, and other public services*

4.6.1.2. *Percentage of expenditures by source*

4.6.1.3. *Trend data on revenues from all sources*

4.7. Communicate to the public the impact of the Regent institutions on lowans and the state's quality of life, economy, and future.

4.7.1. Communicate the opportunities, value, impact, and accountability of the Regent enterprise to targeted constituents through cost-effective methods.

4.7.1.1. *Implementation, evaluation, and enhancement of Board's communications plan, including regular online newsletter, web site, news releases, submission of editorials, media responses, and outreach activities with targeted constituents*

4.7.1.2. *Utilization of research and public dialogue to evaluate and enhance awareness and understanding of the Regent enterprise*