

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Final Approval of the Board of Regents' Strategic Plan Progress Report  
**Date:** January 6, 2003

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**Recommended Actions:**

1. Approve the progress report.
2. Encourage the Board Office and institutions to maintain consistency and linkages between the institutional strategic plans and the Board of Regents' Strategic Plan.

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**Executive Summary:**

The Board of Regents 1998-2003 Strategic Plan was adopted in January 1998. Each year, a progress report on the ongoing implementation of the Strategic Plan and its Action Steps is prepared for Board review. Previous progress reports have focused on three issues:

- The linkages between the institutional strategic plans and the Board's Strategic Plan;
- The need to clarify terminology and examine implementation procedures of the Action Steps; and
- The adjustment/addition of Action Steps related to technology, international study, and diversity.

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Enhanced Links and Full Implementation

The 2002 progress report focuses on two issues:

- The enhanced links between the institutional strategic plans and the Board's Strategic Plan; and
- The full implementation of assessment and/or monitoring measures of the Action Steps of the Board's Strategic Plan.

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Action Plan

The Action Plan of the Board's Strategic Plan, which details the Key Result Areas, Objectives, Strategies, and Action Steps, can be found in the Attachment, pages 6-37. The assessment and monitoring procedures to measure the implementation of the Action Steps of the Strategic Plan are also detailed.

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**Strategic Plan:**

The Board is committed to ensuring that the institutional strategic plans and the Board of Regents' Strategic Plan are consistent and linked. It is essential for the Board Office staff and institutional representatives to be particularly mindful of the need for consistency and linkages during the evaluation and revision of the current institutional strategic plans. The need for consistency and linkages becomes particularly significant as the Board begins the planning process for its next strategic plan.

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**Background:**

The Board of Regents 1998-2003 Strategic Plan contains:

- 4 Key Result Areas;
  - 9 Objectives;
  - 20 Strategies; and
  - 87 Action Steps (modified from the initial 83 in 2000).
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Plan  
Components

The Board of Regents' mission, vision, values, and culture are espoused in its Strategic Plan:

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Mission  
Statement

The Board of Regents will be an exemplary model of governance and stewardship of resources of Regent institutions.

The Board establishes, coordinates and advances the individual mission and vision of each Regent institution and strives to meet the educational needs of lowans in concert with Iowa's other educational institutions.

The Board has the responsibility for assuring effective relations with the various external constituencies of the Board of Regents, and the long-term development of the capacity of the Regent institutions to achieve their missions.

The Board challenges its institutions to become the best public education enterprise in the United States through unique teaching, research and outreach programs established for each university and school.

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Vision  
Statement

The Board of Regents expects its public education enterprise 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 lowans, and in employing the resources of the Regent institutions to serve the needs of Iowa and the world.

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Values  
Statement

The values nurtured by the Board of Regents flow from the trust bestowed by the people of Iowa and the Board's educational mission. The Board values learning, knowledge, access, and public service. The Board values academic freedom, and in every endeavor upholds the value of uncompromised integrity, conforming to the highest standards of ethics, honesty, trust, fairness, civility, and compassion.

The Board values its linkages with the Regent institutions and the synergies gained from communication links among the institutions themselves.

Values Statement (cont'd)                      The Board values quality and pursuit of excellence in a diverse educational community. The Board embraces the value of dedication to educational and public service of the highest standard. The Board values strategic planning, stewardship, and accountability in all activities of the Board and the Regent institutions.

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Culture Statement:                      The overall authority to govern the Regent institutions is fully vested in the Board of Regents. The Board delegates appropriate authority to the institutional heads who are the university presidents and the special school superintendents. Institutional governance structures are developed, with Regent oversight of operations and management. Effective management practices marked by continuous self-examination and improvement are intrinsic to the Board's operational culture.

*Governance through Delegation*

*Nurturing Environment*                      The Board is committed to a nurturing environment for the recruitment (where appropriate) and retention of high-quality, diverse faculty, staff and students. The Board believes that individual and collective accomplishments are enhanced by an environment characterized by collaboration of expertise, and cultivation of common as well as unique and individual interests.

*Academic Freedom*                      The Board of Regents is committed to academic freedom as an integral part of an environment fostering excellence. The Board seeks an environment of critical thinking, free inquiry, and open communication marked by academic freedom, and opportunities for educational endeavors enriched by the presence and active participation of people from diverse backgrounds and cultures.

*Effective Service*                      At the core of the Board's culture resides the commitment to effective and responsive service to appropriately meet the needs of the people of Iowa, the nation, and the world. The Board will proactively communicate to the state's constituencies and the public its efforts toward this service.

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Key Result Areas                      The Board's Strategic Plan identifies four Key Results Areas:

- *KRA 1.0.0.0 Quality* – Become the best public education enterprise in the United States.
- *KRA 2.0.0.0 Access* – Provide access to education, research, and service opportunities within the missions of the Regent institutions.
- *KRA 3.0.0.0 Diversity* – Establish policies to encourage continuous improvement of the climate for diversity, and ensure equal educational and employment opportunities.
- *KRA 4.0.0.0 Accountability* – Meet the objectives of the Board and institutional strategic plans, and provide effective stewardship of the institutions' state, federal, and private resources.

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Action Steps In 2000, four Action Steps (one related to internationalization and three related to technology) were added to the original 83 Action Steps of the Board's Strategic Plan, bringing the new total to 87. The 2000 Strategic Plan progress report noted that, of the original 83 Action Steps, 77 had been fully implemented (i.e., assessment and/or monitoring measures were in place and were being reported).

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Action Step Evaluation At the request of the Board, the Board Office staff and institutional representatives evaluated whether the remaining six Action Steps were completed, or had in place assessment and/or monitoring procedures to measure the implementation of the Action Steps. It was determined that all but one of the Action Steps considered at the time as "nearing completion" should be upgraded to "consistently/systematically monitored"; the one Action Step remained as "nearing completion." Later, it was determined that the remaining Action Step should be upgraded to "consistently/systematically monitored."

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Full Implementation The 2001 Strategic Plan progress report noted that the Board Office staff and institutional representatives determined that all 87 Action Steps of the Strategic Plan had been fully implemented or had in place ongoing assessment and/or monitoring measures.

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Assessment Procedures The assessment and/or monitoring procedures, which are in place for each of the Action Steps, can be found in the Attachment, pages 6-37.

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**Analysis:** As a public education enterprise, the Board of Regents is strongly committed to fiscal and programmatic stewardship, which is evidenced by one of the four Key Result Areas (KRAs) of the Board's Strategic Plan – KRA 4.0.0.0 Accountability.

Accountability Under KRA 4.0.0.0 Accountability, as well as the other three KRAs, are listed related Action Steps. The Action Steps frequently refer to annual reports (or governance documents) that contain performance indicators or other procedures to measure the implementation of the Action Steps of the Board's Strategic Plan. Each Action Step identifies who is responsible for the action and includes a timeline for implementation. The Board's commitment to stewardship has resulted in full implementation of the 87 Action Steps.

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Full  
Implementation

In the final year of the Board's Strategic Plan, these points can be made:

- The Action Steps that call for action to be completed have been accomplished;
  - The Action Steps that mandate ongoing reporting have an annual process/procedure in place; and
  - The Board has continually evaluated its Strategic Plan to respond, as appropriate, to internal and external factors.
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Recommendations


Because of the need to respond appropriately to internal and external factors, each institution's strategic plan and the Board of Regents' Strategic Plan must be flexible. The Board recognizes that each Regent institution is unique and is impacted by unique internal and external factors; therefore, each institution's strategic plan is likely to need annual modification. As a result, the Board Office recommends:

- Continued cooperation between the Board Office staff and institutional representatives in reviewing the consistency and linkages between new (and revised) institutional strategic plans and indicators and the Board's Strategic Plan and its indicators.
  - Continued discussions between the Board Office staff and institutional representatives on increased use of indicators and benchmarks, i.e., identification of "best practices," of other comparable institutions for consideration as new indicators and benchmarks in the Board's next strategic plan.
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**Performance  
Indicators:**

The institutional strategic plan progress reports contain statistical and narrative data on progress made on the institutions' performance indicators and Board of Regents Performance Indicators, which relate directly to the institutional strategic plans. A complete report of the Board of Regents Performance Indicators, including charts and tables, is presented in the Annual Report on Performance Indicators.

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William R. Nelson

Approved:   
Gregory S. Nichols