

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Proposed 2004-09 Strategic Plan Objectives  
**Date:** July 7, 2003

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**Recommended Action:** Approve the proposed objectives of the Board's 2004-09 Strategic Plan.

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**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 is completing 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. The Board gave final approval to the most recent progress report in January 2003.

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.
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**Board Approval Requested:** Components of the 2004-09 Strategic Plan developed to date are the result of meetings of the Board of Regents held April 5-6 and May 21, 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, and made changes to drafts of the plan's culture statement, priorities, and objectives.
- At its June 19 meeting, the Board formally approved the plan's culture statement and priorities.
- For the July 17 meeting, the following objectives, organized under the plan's four priorities, are presented for the Board's approval.

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Priorities and  
Objectives

*The focus of our  
endeavors*

In fulfilling its mission and aspiring to achieve its vision of improving the quality of life, the Board of Regents, State of Iowa, and its institutions serve Iowa, its citizens, and the world by being a recognized leader in these priorities:

1. **Ensuring high-quality educational opportunities** for all our students.

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

- 1.1. Offer high-quality programs for undergraduate, graduate, professional, and non-degree students and special school students.
- 1.2. Attract and retain the best faculty and staff, consistent with institutional missions, to provide exceptional learning opportunities.
- 1.3. Enhance diverse communities of faculty, staff, and students to expand educational experiences and foster cultural understanding.
- 1.4. Facilitate student access and transitions to the Regent universities.
- 1.5. Provide value-added educational experiences that foster student success in degree attainment.

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

- 1.6. Expand opportunities for individuals by strengthening Iowa's educational system through collaboration with other education sectors.
  - 1.7. Communicate the quality, impact, and opportunities of the state's public universities and special schools to Iowans and other citizens.
  - 1.8. Acquire and manage resources that support and enhance educational opportunities.
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2. **Discovering new knowledge** through research, scholarship, and creative activities.

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

- 2.1. Attract and retain diverse, talented, and creative faculty, staff and students.
- 2.2. Create and pursue opportunities to widely disseminate knowledge to other sectors to enhance applications, including those that stimulate economic growth in Iowa.
- 2.3. Ensure access among students to research opportunities, scholarship, creative activities, and business and industry internships.

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

- 2.4. Acquire and manage resources that support and enhance research, scholarship, and creative activities.
- 2.5. Maintain compliance with institutional and Board policies, government regulations, and legal requirements.
- 2.6. Communicate to the public the advances and importance of the Regent institutions' research, scholarship, and creative activities.

3. **Providing needed service** and promoting economic growth.

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

- 3.1. Enhance individual Iowans' knowledge, abilities, opportunities, and personal incomes through educational attainment.
  - 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.
  - 3.3. Prepare Iowa's workforce of the future by fostering diverse communities of learners and access to economic and service opportunities.
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- 3.4. Improve the quality of life in Iowa through exceptional and accessible health care, educational outreach programs, cultural and recreational opportunities, and other valued public services responsive to Iowans' needs.

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

- 3.5. Acquire and manage resources that support needed services and economic growth.
- 3.6. Draw upon research and scholarship strengths of the universities to address needs and enhance economic growth in the state.
- 3.7. Communicate to the public the impact of our institutions on Iowa's economy, quality of life and future.

4. **Demonstrating public accountability** and effective stewardship of resources.

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

- 4.1. Utilize management systems that periodically measure achievements in each of the priorities and strategies identified in the Board's and institutions' strategic plans.
  - 4.2. Exercise exceptional stewardship of public resources and pursue continuous quality improvement in programs and services by identifying and implementing best practices.
  - 4.3. Maximize benefits to Iowans and other citizens by determining appropriate needs for institutional resources and obtaining and managing them effectively.
  - 4.4. Ensure compliance with Board policies and legal mandates through responsible oversight of operations.
  - 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.
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**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.

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**Next Steps:**

In the months ahead, Board Office staff and institution staff will develop strategies and performance indicators for the 2004-09 Strategic Plan. The Board of Regents will review these drafts at its meetings through 2003. Implementation of the plan will begin in January 2004, with ongoing review and evaluation by the Board.

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Barbara D. Boose

Approved:   
Gregory S. Nichols