

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Proposed 2004-09 Strategic Plan Components  
**Date:** June 9, 2003

**Recommended Action:** Approve the proposed culture statement and priorities of 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 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.

**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.

The following culture statement and priorities are presented for the Board's approval.

Culture  
Statement

The Board of Regents, State of Iowa, and its institutions nurture cultures, consistent with their values, that are characterized by the following:

*How we do things*

- **A passion for learning** that enables individuals to achieve their full potential and enhances quality of life
- **Academic freedom** that stimulates creativity, inquiry, and the advancement of knowledge
- **Leadership** in demonstrating the highest levels of integrity, honesty, ethics, and civil discourse in all activities
- **Collaboration and coordination** across the Regent enterprise and with other institutions and organizations, both public and private, to meet the needs of Iowans
- **A commitment** to Iowans, our students and our employees to seek continuous improvement in applying knowledge, using resources, and responding to needs and opportunities
- **Respectful interaction** among members of diverse backgrounds, cultures and beliefs in nurturing environments that promote critical thinking, free inquiry, open communication, and broad participation
- **Effective communications** that inform citizens of the roles, value and impact of the Board and its institutions
- **Governance** that demonstrates effective, accountable service to the public through strategic planning, hiring of and delegation to presidents and superintendents, responsible oversight, and effective stewardship of resources

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Priorities

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:

*The focus of our endeavors*

1. **Ensuring high-quality educational opportunities** for all our students.
  2. **Discovering new knowledge** through research, scholarship, and creative activities.
  3. **Providing needed service** and promoting economic growth.
  4. **Demonstrating public accountability** and effective stewardship of resources.
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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:**

The next components of the Board's proposed 2004-09 Strategic Plan to be placed on the docket this summer are the specific objectives related to each of the four priorities.

The Board will review subsequent components of the Strategic Plan, including strategies and performance indicators, at its meetings through 2003. The Regents and Board staff will develop these components in conjunction with institutional staff. 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