

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Proposed 2004-09 Strategic Plan Components  
**Date:** May 12, 2003

**Recommended Action:** Approve the proposed mission, vision, values, and priorities of the Board's 2004-2009 Strategic Plan.

**Executive Summary:** The Board of Regents, State of Iowa, conducts strategic planning to establish focus, direction and continuity; provide strategic direction to staff; 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.

This memorandum details components of the Board's 2004-2009 Strategic Plan that have been developed to date. 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:** The following components of the 2004-09 Strategic Plan, presented for the Board's approval, are the result of a planning meeting of the Board of Regents and institution heads held April 5-6, 2003, and subsequent refinement by the Regents.

Mission Statement

Serving the people of Iowa, the Board of Regents

*What we do today*

- Governs and coordinates the activities of Iowa's three public universities and two special schools;
- Advocates for and exercises responsible stewardship of resources;
- Engages capable presidents and superintendents to ensure that the institutions apply knowledge to benefit Iowans;

Mission  
Statement  
(cont'd)

- Communicates the positive impact and value of the Regent institutions to the state, its citizens and society.

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

- Provide a high-quality accessible education to all students, in concert with Iowa's other educational entities;
  - Engage in high-quality research, scholarship, and creative activities to enhance the quality of life for Iowans and society in general;
  - Provide needed public services;
  - Support economic development in partnership with public and private sectors.
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Vision  
Statement

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

*The aspirations  
we pursue*

The Board of Regents will become the nation's higher education leader by developing the best-educated state in the nation, by creating new knowledge that demonstrably improves the quality of life for Iowans, and by employing the resources of the Regent institutions to serve the needs of Iowa, its citizens, and the world.

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Values

The Board of Regents, State of Iowa, is committed to:

*The ideals we  
uphold*

- Intellectual development and creativity
  - Academic freedom
  - Academic quality and access
  - Civility
  - Honesty, integrity, and fairness
  - Ethical behavior
  - Collaboration
  - Continuous improvement
  - Diversity among faculty, staff, and students
  - Open, effective communication
  - Public accountability, stewardship and service
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Priorities

*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 quality educational opportunities** for all our students.
2. **Discovering new knowledge** through research, scholarship, and creative activities.
3. **Providing public services** including the promotion of 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 state 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. Since that time, the Board has demonstrated its strong commitment to providing high-quality education and services to citizens and responding to Iowa's needs. This commitment is evidenced by the proposed mission, vision, values, and priorities of the 2004-2009 Strategic Plan.

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

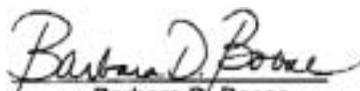
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**Next  
Steps:**

The next components of the Board's 2004-2009 Strategic Plan for the docket this summer are the "culture" statement – how we do things – and 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. Boone

Approved:   
Gregory S. Nichols