

BOARD OF REGENTS STATE OF IOWA

Action Plan -- September 1998

Key Result Area 1.0.0.0 Become the best public education enterprise in the United States.

Objective 1.1.0.0 Improve the quality of existing and newly created educational programs.

Strategy 1.1.1.0 Strengthen undergraduate education at each Regent university and educational programs of the special schools.

Strategy 1.1.2.0 Strengthen the quality of graduate and professional education at Regent institutions within the unique mission of each institution.

Strategy 1.1.3.0 Include meritorious teaching in reward structure relating to salary increases, promotions, tenure and professional development leaves.

Strategy 1.1.4.0 Strengthen research, creative work and service by the Regent institutions.

Objective 1.2.0.0 Obtain and maintain annual budgets sufficient to support Regent and institutional strategic plans and initiatives.

Strategy 1.2.1.0 Assure the funding base is diverse and consistent with the Board's aspirations for institutional excellence.

Strategy 1.2.2.0 Continue flexibility of the Board and institutions to utilize funds to maintain and achieve competitiveness.

Key Result Area 2.0.0.0 Provide access to educational, research and service opportunities within the missions of the Regents institutions.

Objective 2.1.0.0 Annually assess educational opportunities, tuition policy and financial aid policy to identify and eliminate impediments to access and retention at Regent institutions.

Strategy 2.1.1.0 Analyze and, where appropriate, make recommendations to increase access and retention at Regent institutions.

Strategy 2.1.2.0 Increase access to Regent institutions through marketing strategies for each institution.

Objective 2.2.0.0 Evaluate annually, and where appropriate, make recommendations to meet relevant educational and service needs of the state.

Strategy 2.2.1.0 Conduct targeted needs assessment in specific program areas and offer educational opportunities.

Strategy 2.2.2.0 Recognize the need of all Iowans for access to services provided by Regent institutions including health care services, extension and services provided by the special schools.

Key Result Area 3.0.0.0 Establish policies to encourage continuous improvement of the climate for diversity and ensure equal educational and employment opportunities.

Objective 3.1.0.0 Reaffirm or revise Board policy to endure continuous improvement of the climate for diversity and ensure equal educational and employment opportunities.

Strategy 3.1.1.0 Perform annual review of the climate for diversity and the issue of educational and employment opportunity.

Strategy 3.1.2.0 Develop and review governance processes and reports for impact on equal opportunity.

Key Result Area 4.0.0.0 Meet the objectives of the Board and institutional strategic plans and provide effective stewardship of the institutions' state, federal, and private resources.

Objective 4.1.0.0 Annual review and approve institutional strategic plans for consistency with Regent strategic plan in support of Regent-wide and institutional initiatives.

Strategy 4.1.1.0 Annually review and approve institutional resource allocations and reallocations, consistent with and supportive of the Board and institutional strategic plans.

Strategy 4.1.2.0 Annually examine outcomes of strategic plan initiatives and resource investment to verify the level of achievement of strategic plans.

Objective 4.2.0.0 Improve the operational effectiveness and efficiency of the institution.

Strategy 4.2.1.0 Establish an ongoing program and plan to improve operational efficiency and effectiveness.

Objective 4.3.0.0 Maintain and acquire physical facilities and equipment to meet stewardship responsibilities and changing institutional needs resulting from annual goal-setting and monitoring.

Strategy 4.3.1.0 Adopt standards for preserving usefulness of facilities.

Strategy 4.3.2.0 Review annual budgets for adequacy in meeting operation and maintenance standards.

Strategy 4.3.3.0 Seek additional funds to preserve and expand facilities and equipment.

Objective 4.4.0.0 Strengthen public understanding and confidence in the Board of Regents, its governance authority, and the programs and services of the institutions under its jurisdiction by measurable indicators of legislative outcomes and public support to be annually reported to the Board.

Strategy 4.4.1.0 Implement an annual comprehensive communications program with elected officials and the residents of Iowa.

Strategy 4.4.2.0 Increase cooperation and collaboration among the Regent institutions and with other educational agencies, including community colleges and independent colleges and universities.

University of Iowa
Strategic Plan Goals and Objectives
[Targeted and Progress Indicators]
As Related to the Board of Regents Action Steps
(December 6, 1999)

Institutional Indicators/Benchmarks	Description	Regent Action Step
<u>Goal 1: Comprehensive Strength in Undergraduate Programs</u>		
1.1	Percentage of students graduating in four, five, six years.	3.1.2.3
1.2	Number of national merit scholars and high school valedictorians in the freshman class.	1.1.1.6
1.3	Participation by undergraduates in scholarship/creative activity and individual development programs.	n/a
1.4	Percentage, by discipline of undergraduate credit hours taught by tenured and tenure-track faculty. . . .	1.1.1.1
1.5	General assignment classrooms with access to computers and multimedia presentation equipment.	1.1.1.4; 1.1.2.4
1.6	Reputational rankings; national surveys.	1.1.1.3; 1.1.2.2
1.7	Student rankings of perceived quality of instruction.	1.1.1.3
1.8	Placement rates.	1.1.2.5
<u>Goal 2: Premier Graduate and Professional Programs in a Significant Number of Areas</u>		
2.1	Quality of entering students; program competitiveness.	1.1.2.6
2.2	Time to completion of graduate degree programs.	n/a
2.3	National Research Council ratings by discipline. . . .	1.1.1.3
2.4	Performance on professional qualifying/licensing/certification exams.	1.1.2.5
<u>Goal 3: A Faculty of National and International Distinction</u>		
3.1	Number of faculty elected to national scholarly academies. . . .	1.1.2.3
3.2	Number of faculty receiving external recognition for teaching excellence	1.1.2.3; 1.1.3.2
3.3	Annual number of faculty receiving Fulbright, senior Forgarty, and other international awards.	1.1.2.3; 1.1.3.1
<u>Goal 4: Distinguished Research and Scholarship</u>		
4.1	Amount of external funding for sponsored programs.	1.1.4.2; 1.2.1.5
4.2	Number of faculty publications and citations of publications. . . .	1.1.4.1
4.3	Number of intellectual property disclosures by faculty members.	1.1.4.1
4.4	Library rankings.	n/a
<u>Goal 5: A Culturally Diverse and Inclusive University Community</u>		
5.1	Retention statistics for underrepresented students, faculty, and staff.	2.1.1.1; 2.1.1.2; and 3.1.2.4
5.2	Reports on satisfaction surveys from selected constituencies.	2.1.2.1; 4.4.1.2
5.3	Number of students served by Support Service Programs and Student Disability Services.	4.4.2.4

University of Iowa (continued)

Goal 6: Strong Ties Between the University and External Constituencies

6.1	Annual private support reported by UI Foundation.	1.2.1.4
6.2	Non-degree-seeking enrollments in on- and off-campus educational settings.	1.1.4.3; 2.2.1.3
6.3	Off-campus cultural programming via the Iowa Communications Network.	2.2.1.3
6.4	Annual patient visits to UI health sciences centers.	1.1.4.3
6.5	Mean monthly news citations of UI activities.	n/a
6.6	Reports on satisfaction surveys among Iowans, both alumni and nonalumni.	2.1.2.2 and 2.2.2.7; 4.4.1.3
6.7	Annual attendance at a specified set of cultural, scholarly, and athletic events.	2.2.2.6
6.8	Number of faculty/staff appointments to state/national/international service panels.	1.1.4.3

Goal 7: A High-Quality Academic and Working Environment

7.1	Annual campus safety statistics, compared to national averages.	n/a
7.2	Annual building renewal statistics.	1.2.16; 4.3.1.1
7.3	Annual faculty/staff development opportunities.	1.1.3.2
7.4	Satisfaction surveys among faculty, staff, students, patients, visitors.	2.2.2.7
7.5	Annual reports of the Office of the Ombudsperson and Office of Affirmative Action.	2.2.2.7

**Iowa State University
Strategic Plan Goals and Objectives***
[*Benchmark numbering done by Board Office]
**As Related to the Board of Regents Action Steps
(December 6, 1999)**

Institutional Indicators/Benchmarks	Description	Regent Action Step
<u>Goal 1: Strengthen Undergraduate Teaching, Programs, and Services</u>		
1.1	Undergraduate retention rate.	3.1.2.3
1.2	Undergraduate graduation rate.	3.1.2.3
1.3	Enrollment.	2.1.1.1
1.4	Percentage of introductory courses taught by senior faculty.	1.1.1.1
1.5	Percentage of senior faculty teaching at least one undergraduate course yearly.	1.1.1.1
1.6	Placement of graduates after one year.	1.1.2.5
1.7	Faculty and staff participation in educational development programs.	1.1.3.2
<u>Goal 2: Strengthen Graduate, Professional and Research Programs</u>		
2.1	Percentage of tenure-track faculty having at least one scholarly work/creative work exhibited or performed during the last three years.	1.1.4.1
2.2	Percentage of faculty as principal or co-principal investigators.	1.1.4.2
2.3	Sponsored funding per faculty member.	1.1.4.2
2.4	Graduate student retention and graduation rates.	1.1.2.5
<u>Goal 3: Strengthen Extension and Outreach Efforts</u>		
3.1	Faculty involvement in traditional and non-traditional outreach activities.	1.1.4.3
3.2	Enrollment in credit and non-credit courses offered through extended and continuing education.	1.1.4.3
3.3	Total extension clients served, evaluations received, and client satisfaction.	1.1.4.3
3.4	Programs initiated with community colleges.	2.1.2.2
<u>Goal 4: Sustain and Enhance an Intellectually Stimulating Environment and a Supportive University Community</u>		
4.1	Percentage of students, tenured and tenure-track faculty, and staff from underrepresented groups.	3.1.2.3
4.2	Percentage of women students, tenured, and tenure-track faculty and staff.	3.1.1.2
4.3	Percentage of students enrolled in courses dealing with internationalization or diversity.	3.1.2.4
4.4	Rank (%) among Carnegie Research I Universities with largest number of students studying abroad.	3.1.2.3
4.5	Faculty and staff participation in programs to improve organizational quality.	4.2.1.3

Iowa State University (continued)

Goal 5: Establish International Leadership in the Integration
and Effective Use of Information Technology and Computation Services

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|-----|--|---------|
| 5.1 | Percentage of course sections in which computers are used as integral. | 1.1.1.4 |
| 5.2 | Percentage of faculty who use computers. | 1.1.1.4 |
| 5.3 | Faculty, staff, and student use of integrated technologies. | 1.1.1.4 |

Goal 6: Strengthen Initiatives to Stimulate Economic Development

- | | | |
|-----|--|-------------------|
| 6.1 | Number of new technologies licensed. | 1.1.4.1 |
| 6.2 | Number of licenses generating revenues and total revenues. | 1.1.4.1 |
| 6.3 | Faculty and staff leadership and participation in
community/economic development. | 1.1.4.2.; 1.1.4.3 |

**University of Northern Iowa
Strategic Plan Goals and Objectives
As Related to the Board of Regents Action Steps
(December 6, 1999)**

Institutional Indicators/Benchmarks	Description	Regent Action Step
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Goal 1: Intellectual Vitality

Strategy:

1.1	Provide curricula and related learning activities that generate intellectual vitality in all University offerings.	1.1.1.3; 1.1.2.1; 4.2.1.1
1.2	Sustain and reward teaching and scholarship.	1.1.3.1; 1.1.4.1
1.3	Extend University expertise to serve the needs of Iowa and beyond.	1.1.4.3

Goal 2: Community

Strategy:

2.1	Promote a sense of identity and culture of collegiality, professionalism, and mutual respect.	3.1.1.1
2.2	Create and nurture a diverse community within the University.	3.1.2.4
2.3	Improve University governance and decision making.	4.1.2.1; 4.2.1.3
2.4	Ensure that all members of the UNI community have the opportunity to enhance their well-being.	n/a

Goal 3: Resources

Strategy:

3.1	Enhance the quality and productivity of UNI faculty and staff.	1.1.3.2
3.2	Optimize the acquisition and utilization of University resources.	2.2.2.1; 4.1.1.1
3.3	Provide a physical environment which supports the activities of the University (building repair budget).	4.3.1.1.; 4.3.2.1
3.4	Ensure that useful information is easily accessible, accurate, and widely shared.	4.1.1.6

Goal 4: External Relations

Strategy:

4.1	Create a coordinated, comprehensive, and consistent communications effort that enhances the awareness image of the University.	1.2.1.6
4.2	Pursue and strengthen mutually beneficial relationships with external constituencies.	4.4.1.1
4.3	Focus on the value of a UNI education in building a compelling case for public and private support.	1.2.1.1; 4.4.1.3

**Iowa School for the Deaf
Strategic Plan Goals and Objective
[Key Result Areas and Benchmarks]
As Related to the Board of Regents Action Steps
(December 6, 1999)**

Institutional Indicators/Benchmarks	Description	Regent Action Step
<u>KRA 1: Quality Teaching, Pupil Personnel and Administrative Services</u>		
1.1	Meritorious teaching will be recognized each year.	1.1.3.2
1.2	Staff Development opportunities will be provided to all staff annually.	1.1.3.2
1.3	Quality Teaching will be fostered by providing or reallocating resources.	1.1.1.4; 1.1.1.7
1.4	The Student Life Program will have opportunities for family-based education.	1.1.4.3
1.5	All staff will develop and enhance communication skills commensurate with their job responsibility level.	1.1.2.4
1.6	Attract, develop and retain faculty, administrators, and staff high in quality and diverse in gender, race, ethnicity, and nationality.	3.1.1.1; 3.1.2.3
1.6.1	All educational and student life staff will be encouraged to participate in continuing education opportunities.	n/a
<u>KRA 2: Strengthen and Expand Creative and Innovative Programming</u>		
2.1	Identify unmet needs for deaf and hard of hearing students.	2.1.1.1
2.2	Obtain requisite funding for libraries, instructional technology, and Vocational educational equipment. . .	1.2.2.1; 4.1.1.6
2.3	Student evaluation procedures will be enhanced and higher achievement/ outcomes will be expected.	1.1.1.7
<u>KRA 3: Maintenance for Facilities, Equipment, and Operating Budgets</u>		
3.1	Deferred maintenance list will be updated annually.	4.3.1.1; 4.3.2.3; 4.3.2.1
3.2	Facility health hazards will be addressed.	4.3.1.3
3.3	Update the various replacement plans annually.	1.2.1.6
<u>KRA 4: Flexibility, Efficiency, Cooperation, and Accountability</u>		
4.1	Internal review cycle of selected operations will be continued.	2.2.2.6
4.2	ISD Employee Handbook will be reviewed annually.	4.1.2.1
4.3	Staffing patterns of ISD will be finalized annually.	4.1.2.1
4.4	Participate in inter-institutional endeavors of the Board of Regents.	4.4.1.1
4.5	Participate in statewide initiatives with other state agencies.	4.4.2.3; 4.4.2.4

Iowa Braille and Sight Saving School
Strategic Plan Goals and Objectives
[Initiatives and Strategies]
As Related to the Board of Regents Action Steps
(December 6, 1999)

Institutional Indicators/Benchmarks	Description	Regent Action Step
<u>1.1 Focusing Services</u>		
1.1.1	Focus the Residential Option.	2.2.2.6; 2.1.2.1; 2.1.1.1
1.1.2	Target Summer Programs.	2.1.1.1
1.1.3	Provide Parent and Professional Development.	1.1.3.2
1.1.4	Develop Comprehensive Services to Students throughout Iowa.	2.2.2.7; 4.4.2.1; 4.4.2.4
<u>1.2 Outcomes Accreditation</u>		
1.2.1	Continue to seek Outcomes Accreditation.	4.2.1.1
<u>1.3 Targeting Technology</u>		
1.3.1	Student Access to Technology.	1.1.1.4
1.3.2	Learning and Curriculum -- IEPs (MGT#10).	1.1.1.7
1.3.3	Training and Development.	1.1.2.4
1.3.4	Create a Computer Laboratory for Students.	1.1.2.4
1.3.5	Managing Software.	1.1.1.4
<u>2.1 Improving Climate for Diversity and EEO</u>		
2.1.1	Review Policies.	3.1.1.1
2.1.2	Modify and Implement Policies/procedures.	3.1.2.1; 3.1.2.3
2.1.3	Support and Encourage Diversity.	3.1.2.4
<u>3.1 Obtain and Maintain Annual Budgets</u>		
3.1.1	Use of Financial Resources.	1.2.1.1
3.1.2	Seek Financial Support.	4.1.1.1; 4.1.1.6; 1.2.1.6; 1.2.2.1

Board of Regents Strategic Plan and Proposed Institutional Planning Indicators

Category	MGT No. and Description	State University of Iowa	Iowa State University	University of Northern Iowa
Instructional Environment	1. % of undergraduate student credit hours taught by tenured/tenure track faculty	Continue	Continue	continue
	2. % of senior faculty teaching undergraduates (SUI)	Continue	NA	NA
	3a. Percentage of introductory courses taught by senior faculty (ISU)	NA	Proposed -- drop?	NA
	3b. % of lower division classes taught by tenured and tenure track faculty			Continue
	4. % of senior faculty teaching at least one undergraduate course per academic year (ISU)	NA	Proposed -- drop?	NA
	5. Undergraduate class size	Continue	Continue	Continue
	6. Number, total, and % of faculty using instructional technology (including computers) (SUI, UNI)	Replace	NA	Continue?
	7. Number and % of general assignment technology-equipped classrooms	Continue	Continue	Continue
	8. % of course sections in which computers are used as an integral teaching aid	Replace	Replace	Replace
	9. % of faculty who use computers as a teaching	NA	Proposed -- drop?	NA.

Student Profile, Enrollment, Retention and Performance	aid (ISU)	Nursing added to law, medicine, dentistry, pharmacy Expand?	Vet. Medicine only	Currently Not applicable
	13a. % of professional students passing licensure examinations	Expand?	Expand?	New fields?
	13b % of ALL graduates employed within one year after graduation	Continue, adding new data on undergraduates (Liberal Arts) Expand data on graduate students	Continue	Continue
	14. Average GRE scores for entering graduate students (SUI)	Replace	NA	NA
	38. Fall enrollment by level, age, and residency	Continue	Continue	Continue
	42. Undergraduate student retention and graduation rates by ethnic/racial composition in percentages	Expand to include community college degree holders graduating in 2 or 4 years	Continue	Continue
Educational Outreach and Service	25. No. of non-degree enrollments (SUI)	Continue?	NA	NA
	26. No. of ICN sites served by Hancher programming (SUI)	Replace	NA	NA
	27. No. of annual visits to UI Health Sciences Centers (SUI)	*Replace -- change to Patient satisfaction surveys	NA	NA
	28. Headcount enrollments in credit/non-credit courses	Continue	Continue	Continue
	29. No. of extension clients (ISU)	NA	Continue	NA
	30. Availability of off-campus credit course enrollments (UNI)	NA	NA	Continue?
	40. Off-campus student enrollments in degree programs (SUI, ISU)	Continue	Continue	NA
Institutional Diversity	41. % of student body,	*Continue	Continue	Continue

	faculty, and staff by racial/ethnic composition	Continue		Continue	Continue
Faculty Profile and Productivity	12a. Faculty Resignations			Continue	
	12b. Faculty Retirements				
	12c. New Hires				
	15. Annual publication indices (SUI)	Replace		Enhance research efforts	NA
	16. Annual citation indices (SUI)	Replace		Enhance research efforts	NA
	17. % of faculty with one scholarly work during last 3 years (ISU)	NA		Proposed -- drop?	NA
	18. Sponsored Funding per year, in dollars	Continue		Continue	Continue
	19. No. of external funding proposals submitted (SUI)	Replace		NA	NA
	20. % of faculty as principal or co-principal investigator (ISU)	NA		Proposed -- drop?	NA
	21. Sponsored funding per faculty member (ISU)	NA		Continue	NA
	22. No. of intellectual property disclosures	Continue		Continue	Continue
	23. No. of new technologies licensed (ISU)	NA		Continue	NA
	24. No. of new licenses generating revenues and total revenues (ISU)	NA		Continue	NA
	34. No. of external grants and contracts awarded (ISU)	NA		Proposed -- drop?	NA
Expenditures, Financing, and Funding	31. State appropriations requested	Continue		Continue	Continue
	32. Growth in undergraduate tuition and fees (HEPI)	Continue		Continue	Continue
	33. No. of annual contributors and dollar	*Continue, modified slightly		Continue	Continue

	value of contributions			
	35. Amt. Of capital improvement funds requested and appropriated	Continue	Continue	Continue
	36. Deferred maintenance	*Continue	Continue	Continue
	37. % of resources reallocated annually	Continue	Continue	Continue
	39. No. and dollars in millions of financial aid received by resident undergraduates	Continue	Continue	Continue
	43. Cost per student	Continue	Continue	Continue
		*Board Office believes proposed evaluation measures are weaker		

**BOARD OF REGENTS
STATE OF IOWA**

ACTION PLAN

Key Result Area: 1.0.0.0 Become the best public education enterprise in the United States. GR -- Governance Report
MGT -- (annual report to Regents)
GD -- Performance indicators developed by consultants
General Docket item

Objective: 1.1.0.0 Improve the quality of existing and newly created educational programs.

Strategy: 1.1.1.0 Strengthen undergraduate education at each Regent university and Educational programs of the special schools.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.1.1.1 Increase the percentage of undergraduate courses taught by senior faculty.	Presidents	November 1998	Annually May, December	Annually May, December	SUI 1.4 ISU 1.4 ISU 1.5	GR -- Faculty Productivity GR -- Institutional Strategic Plans MGT#1 -- % of undergraduate student hours taught by tenure track faculty at SUI and UNI MGT#2 -- % of senior faculty teaching undergraduates at SUI MGT#3 -- % of introductory courses taught by senior faculty at ISU and UNI MGT#4 -- % of senior faculty teaching at least 1 undergraduate course per academic year at ISU
1.1.1.2 Ensure class size is appropriate for subject matter being taught.	Presidents	December 1998	Annually December	Annually December (E1)		GR -- Performance Indicators Report includes: MGT #5 -- average undergraduate class size. Academic Program Reviews address class sizes and instructional spaces needed.
1.1.1.3 Each university assess all academic programs at least once every seven years and report to the Board through appropriate governance reports.	Presidents	March 1998	Annually March	Annually March	SUI 1.6; 1.7; 2.3 UNI 1.1	GR-- Academic Program Reviews. (Same as 1.1.2.1.) GR -- Performance Indicators

Notes:

- Descriptions of the individual strategic plan indicators are found on pages 67-73.
- In the actual completion date column, the coded Numbers E-1 through E-8, and N-1 through N-7 refer to monitoring processes to be completed. The "E" items are in Early phases of development; "N" items are Nearing completion.

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

- Key Result Area:** 1.0.0.0 Become the best public education enterprise in the United States.
- Objective:** 1.1.0.0 Improve the quality of existing and newly created educational programs.
- Strategy:** 1.1.2.0 Strengthen the quality of graduate and professional education at Regent institutions within the unique mission of each institution.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.1.2.1 Each university assess all academic programs at least once every seven years and report to the Board through appropriate governance reports.	Presidents	March 1998	Annually March	Annually March	SUI 1.6; 1.7; 2.3 UNI 1.1	GR -- annual Program Reviews (Same as 1.1.1.3.)
1.1.2.2 Focus graduate programs to conform to unique missions of each university.	Presidents	January 1998	As Needed	Annually November/ December (E-2)	SUI 1.6	Annual Strategic Plan Progress Reports by Presidents
1.1.2.3 Recruit an outstanding, strong faculty to foster intellectual vitality for graduate programs.	Presidents	January 1998	Annually December	Annually December	SUI 3.1; 3.2; 3.3	GR--Faculty Salaries GR--Faculty Tenure GR-- number of faculty resignations (MGT #12).
1.1.2.4 Encourage innovation in teaching by increasing resources and strategies for effective use of new instructional technologies.	Presidents	December	Annually December	Annually November, December (N-2)	SUI 1.5 ISD 1.5 IBS 1.3.3; 1.3.4	Some MGT measures (6-9) are reported in the institutional strategic plans (ISU and SUI). (Same as 1.1.1.4.) MGT#6 --% of faculty using instructional technology at SUI and UNI MGT#7-- number of general assignment technology-equipped classrooms at SUI MGT#8 --% of class sections in which computers are used as an integral part at ISU MGT#9 -- % of faculty who use computers at ISU

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.1.2.5 Each institution report on the percentage of professional students that pass licensing exams and exceed national or state average (as appropriate).	Presidents	March 1999	Annually December	Annually December (N-3)	SUI 1.8; 2.4 ISU 1.6; 2.4	MGT#13 -- % of professional students passing licensure examinations for each university. GR--program reviews include student outcomes assessment(as appropriate) [Note: Accreditation reports typically have section on student performance.] GR -- performance Indicators
1.1.2.6 Each university report on the quality of professional and graduate students in the appropriate governance report.	Presidents	Fall 1998	Annually November	(Only SUI on MGT #14)	SUI 2.1	GR--enrollment (Part II) includes avg. GRE composite score of entering graduate students at the three universities.(MGT#14)

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
2.1.1.2 Develop and implement effective strategies, with targets, for retention of students.	Presidents	January 1998	Annually November	Annually November (E-3) (Targets?)	SUI 5.1	GR -- Graduation and Retention Rates
2.1.1.3 Adopt and implement policy on distance education.	Presidents and Superintendents	October 1997	Annually October	Annually October (E-4)		GR -- Distance Education
2.1.1.4 Evaluate differential tuition policy for distance education.	Executive Director	January 1998	July 1998	October 1998		GR -- Institutional Distance Education strategic plans
2.1.1.5 Raise the percentage of lowans possessing baccalaureate degrees to the national average.	Board, Executive Director, and Presidents	January 1998	Annually October	Annually October (E-5)		GR -- Distance Education Report GR -- Faculty Activities -- contains data on degrees awarded

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

Key Result Area: 2.0.0.0 Provide access to educational, research, and service opportunities within the missions of the Regent institutions.

Objective: 2.1.0.0 Annually assess educational opportunities, tuition policy, and financial aid policy to identify and eliminate impediments to access and retention at Regent institutions.

Strategy: 2.1.2.0 Increase access to Regent institutions through marketing strategies for each institution.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicator	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
2.1.2.1 Develop and implement effective marketing strategies.	Presidents, Superintendents	February 1998	Annually November	Annually November	SUI 5.2 IBS 1.1	GR -- Enrollment Reports GR -- Graduation and Retention Rates
2.1.2.2 Increase collaboration and cooperation with other sectors of postsecondary education in marketing efforts.	Executive Director and Presidents	January 1998	Annually November	(market component to be done) (E-6)	SUI 6.6 ISU 3.4	Through ongoing actions yet to occur; will be reported by Iowa Coordinating Council for Post-High School Education; Regent Committee on Educational Relations collaborates with community colleges GR -- Distance Education describes some collaborative efforts

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

Key Result Area: 2.0.0.0 Provide access to educational, research, and service opportunities within the missions of the Regent institutions.

Objective: 2.2.0.0 Evaluate annually and, where appropriate, make recommendations to meet relevant educational and service needs of the state.

Strategy: 2.2.1.0 Conduct targeted needs assessment in specific program areas and offer educational opportunities.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicator	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
2.2.1.1 Develop recommendations for ongoing assessment of distance education needs in Iowa.	Executive Director and Presidents	February 1998	October 1998 and annually thereafter	October 1998		GR--Strategic Plans for Distance Education
2.2.1.2 Explore collaboration with business, industry, and Workforce Development, and other agencies and organizations and prepare a report with recommendations.	Executive Director and Presidents	February 1998	September 2000	(report to be written) (E-7)		Iowa Council for Coordination of Post- High School Education has established an Advisory Committee on Distance Education for this purpose GR -- Technology Transfer
2.2.1.3 Increase distance education enrollment substantially.	Presidents	January 1998	October 2003 and Annually October	Annually October (N-4)	SUI 6.2; 6.3	GR -- Distance Education Report, which covers MGT#40 -- off-campus student enrollment in degree programs GR -- Fall Enrollment

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
2.2.2.5 Delegate to President and leadership of the extension program authority to take actions to ensure access of lowans to Iowa's extension services.	ISU President	January 1998	Annually November	Annually November		GR -- ISU President (annual)
2.2.2.6 Assess adequacy of access to appropriate research and services.	Presidents and Superintendents	January 1998	Annually October	Annually October	SUI 6.7 ISD 4.1 IBS 1.1	GR -- Annual and Quarterly Institutional Reports GR -- Institutional Strategic Plans GR -- Distance Education (annual)
2.2.2.7 Encourage development of strategic alliances to increase access to services as measured by annual reports of individuals served.	Executive Director, Presidents, and Superintendents	January 1998	Annually December	Annually October, November, December (N-5)	SUI 6.6; 7.4; 7.5 ISD 4.5 IBS 1.1.4	GR -- Distance Education GR -- Technology Transfer SP reports from universities, special schools, and UIHC.

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

Key Result Area: 3.0.0.0 Establish policies to encourage continuous improvement of the climate for diversity and ensure equal educational and employment opportunities.

Objective: 3.1.0.0 Reaffirm or revise Board policy to ensure continuous improvement of the climate for diversity and ensure equal educational and employment opportunities.

Strategy: 3.1.1.0 Perform annual review of the climate for diversity and the issue of educational and employment opportunity.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
3.1.1.1 Prepare recommendations to the Board of Regents to improve the climate for diversity and equal opportunity.	Executive Director, Presidents, and Superintendents	February 1998	May 1999 and annually thereafter	December 1998 (first report)	UNI 2.2 ISD 1.6 IBS 2.1 GR -- Annual Report on Diversity
3.1.1.2 Review Board policies, documents, and governance reports related to equal opportunity and diversity.	Executive Director	February 1998	May 1999 and annually thereafter	December 1998	GR -- Affirmative Action GR -- College Bound Program GR -- Minority and Women Educators' Enhancement Program GR -- Minority Academic Grants for Academic Success GR -- Faculty Resignations
3.1.1.3 Review relevant case law and statutes relating to equal opportunity.	Executive Director and University Counsels	February 1998	May 1999 and annually thereafter	December 1998	Presentations to be given by appropriate institutional officials and Attorney General's office.
3.1.1.4 Collect and review peer group policies and practices.	Executive Director, Presidents, and Superintendents	January 1998	December annually	December annually (N-6)	GR -- Annual Report on Diversity Also periodic meetings of the Interinstitutional Committee on Affirmative Action and Equal Opportunity

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

Key Result Area: 4.0.0.0 Meet the objectives of the Board and institutional strategic plans and provide effective stewardship of the institutions' state, federal, and private resources.

Objective: 4.4.0.0 Strengthen public understanding and confidence in the Board of Regents, its governance authority, and the programs and services of the institutions under its jurisdiction by measurable indicators of legislative outcomes and public support to be annually reported to the Board.

Strategy: 4.4.1.0 Implement an annual comprehensive communications program with elected officials and the residents of Iowa.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.4.1.1 Review existing data sources and measures of public understanding and confidence in the Board of Regents to identify common data elements desired.	Executive Director, Presidents, and Superintendents	March 1998	Annually May	E-8 (change to nearing comple- tion)	UNI 4.2 ISD 4.4	Regent Information Committee will be convened to address these issues. ??
4.4.1.2 Develop processes to collect desired data on an annual basis utilizing existing institutional processes to the extent possible and initiating new processes as needed.	Executive Director, Presidents, and Superintendents	June 1998	Annual report will be made of units reviewed.	Annual report will be made of units reviewed.	SUI 5.2	The inter-institutional budget preparation committee ("Toledo Society") will be involved in this endeavor.
4.4.1.3 Analyze communication plans for target audiences (i.e., elected officials and general public) and design the plans to improve understanding and increase confidence.	Executive Director, Presidents, and Superintendents	November 1998	Annually November	September (N-7)	SUI 6.6 UNI 4.3	Annual Communication Plan developed. Website, Announcements, and press releases are being used.
4.4.1.4 Share communication document(s) which reflect support for and build understanding of Regent institutions with elected officials, candidates for public office, media, and the general public	Executive Director	September 1998	Annually July/August	September		Annual Communications Plan will be developed and implemented, including Newsletter, Website, and Outreach Activity.

BOARD OF REGENTS STATE OF IOWA

ACTION PLAN

Key Result Area: 4.0.0.0 Meet the objectives of the Board and institutional strategic plans and provide effective stewardship of the institutions' state, federal, and private resources.

Objective: 4.2.0.0 Improve the operational effectiveness and efficiency of the institutions.

Strategy: 4.2.1.0 Establish an on-going program and plan to improve operational efficiency and effectiveness.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.2.1.1. Each institution develop a schedule of reviews for all academic and non-academic units covering a 7-year period.	Presidents and Superintendents	January 1998	Annual report will be made of units reviewed.	Annual report will be made of units reviewed	UNI 1.1 IB S 1.2	GR -- Program Reviews
4.2.1.2 Evaluate each unit in terms of efforts at achieving greater efficiency and effectiveness in operations and procedures.	Presidents and Superintendents	January 1998	Annual report will be made of units reviewed.	Annual report will be made of units reviewed.		GR -- Program reviews GR -- Comprehensive Fiscal Report includes, but is not limited to, energy conservation, space utilization, technology utilization, business operations. GR -- Tuition Report includes cost per student (MGT #43)
4.2.1.3 Re-engineer processes as appropriate to improve efficiency and effectiveness.	Presidents and Superintendents	As necessary	May-July (pre fiscal year)	July-Oct. (reflects past FY)	ISU 4.5 UNI 2.3	GR -- Comprehensive Fiscal Report
4.2.1.4 Each institution provide the Board of Regents with an annual report of increased efficiency and effectiveness.	Executive Director, Presidents, and Superintendents	FY 1998	Annually May/June	July-Oct.		GR -- Institutional budgets, which include information on the 2 percent reallocations.(May and June)
4.2.1.5 Encourage and support the varied approaches of each institution in using technology to advance each institution's unique mission and culture.	Presidents and Superintendents	January 2001	Annually November/December	Annually November/December	To be revised	Update provided in annual Strategic Plan Progress Reports.

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Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.3.1.3 Review and recommend needed changes to the standards for meeting fire and environmental safety requirements.	Executive Director	February	Annually August	November	ISD 3.2	The State Fire Marshal has a major role in the setting of standards. The chief business officers and directors of facilities at the institutions will have a major role in the development of the recommendations. The effort is to include recommendations on OSHA and other governmental safety requirements. GR -- Fire and Environmental Safety Report
4.3.1.4 Expand the capacity and improve the reliability of shared computational and networking infrastructures as appropriate for Regent institutions to deliver 21 st century higher education.	Presidents	January 2001	Annually November/ December	Annually November/ December	To be revised	Update provided in annual Strategic Plan Progress Reports.
4.3.1.5 Assure adequate funding to acquire, renew, and sustain the technology resources necessary for supporting the mission of each institution.	Executive Director, Presidents and Superinten- dents	January 2001	Annually November/ December	Annually November/ December	To be revised	Update provided in annual Strategic Plan Progress Reports. GR -- Comprehensive Fiscal Plan

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.4.2.3 Explore opportunities for partnership among the Regent institutions and with other sectors of education.	Executive Director, Presidents and Superintendents	January 1998	October	October	ISD 4.5	GR -- Strategic Plan for Distance Education GR -- Iowa Coordinating Council for Post-High School Education
4.4.2.4 Explore opportunities for collaboration between the special school programs and LEA's, AEA's, and other state agencies that are providing programs/services to individuals between the ages of 0-22 years.	Executive Director and Superintendents	Start on immedi-ately and annually review	December	November	SUI 5.3 ISD 4.5 IBS 1.1.4	GR -- Annual Reports of IBSSS and ISD.
4.4.2.5 Explore opportunities for sharing electronic content between Regent institutions using shared devices and networks.	Presidents and Superintendents	January 2001	Annually November/ December	Annually November/ December	To be revised	Updated annually as part of Strategic Plan Progress Reports.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion or Monitor Date	Actual Completion Date	Institutional Strategic Plan Indicators	Remarks (e.g. opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.1.1.4 Encourage innovation in teaching by increasing resources and strategies for effective use of new instructional technologies.	Presidents	November	Annually November, December	Annually November, December (N-1) Some modifica- tion still needed	SUI 1.5 ISU 5.3 ISU 5.1 ISU 5.2 ISD 1.3 IBS 1.2.1 IBS 1.3.5	GR--institutional strategic plans (ISU and SUI). (Same as 1.1.2.4.) MGT#6 -- % of faculty using instructional technology at SUI and UNI. MGT#7 -- number of general assignment technology-equipped classrooms at SUI MGT#8 -- % of class sections in which computers are used as an integral part at ISU. MGT#9 --% of faculty who use computers at ISU. MGT#10 -- % of students with technology accessibility as part of their individualized Education Plan at the special schools.
1.1.1.5 Each institution develop and implement English language proficiency standards for all teaching assistants.	Presidents**	Fall 1998	Each semester	Each semester		Iowa Code 262.9(25). **Certain actions have been delegated to university presidents which require periodic reporting to Board of Regents.
1.1.1.6 Each university report on the quality of undergraduate students in the enrollment report.	Presidents	Fall 1998	Annually November	Annually November	SUI 1.2	GR Enrollments (Part II). Annual report addresses quality, citing students' high school rank and standardized test scores
1.1.1.7 Special schools report to the Board annually on student outcomes.	Superintendents	Fall 1998	Annually November, December	Annually November, December	ISD 1.3; 2.3 IBS 1.3.2	MGT# 11 --special school student outcomes in annual strategic plans
1.1.1.8 Each institution under- takes efforts to ensure that curricula reflect internationaliza- tion and enhance global awareness.	Presidents	Spring 2001	Annually March	Annually March	To be revised	GR -- International Agreements and Study Aboard