

Transformative Success for Iowa's Universities



2022-27
STRATEGIC PLAN





From Left: JC Risewick, Johnston; Greta Rouse, Emmetsburg; Sherry Bates, *President Pro Tem*, Scranton; David Barker, Iowa City; Michael Richards, *President*, West Des Moines; Nancy Dunkel, Dyersville; Abby Crow, Tiffin; Nancy Boettger, Harlan; Jim Lindenmayer, Ottumwa.

ABOUT THE BOARD

Created by the Iowa General Assembly in 1909, the Board of Regents, State of Iowa, is a group of nine citizens who govern five public educational institutions in the state through policymaking, coordination, and oversight, as provided by law. The Board enhances the quality of life for Iowans by maintaining the educational quality, accessibility, and public service activities of Iowa's three public universities – the University of Iowa, Iowa State University, and the University of Northern Iowa; and two special K-12 entities – the Iowa School for the Deaf and Iowa Educational Services for the Blind and Visually Impaired.

The Board's nine members are citizen volunteers appointed by the governor and confirmed by the Iowa Senate to serve staggered six-year terms. They elect one member to serve as president and another to serve as president pro-tem for two-year terms. According to Iowa

Code Chapter 262, one member must be a full-time graduate or undergraduate student at one of the universities at the time of her or his appointment, and not more than five members can be of the same political party or sex.

The Board is required by statute to meet at least four times a year. The meetings are open to the public except when Iowa's open meetings law allows closed sessions for specific reasons, such as the discussion of personnel matters or pending litigation.

The Board's staff are responsible for the implementation of the Board's governance strategies. Board staff provide professional and administrative support through review, analysis, and policy recommendations on all matters coming before the Board.

The Board's staff is one of the smallest public higher education board staffs in the nation. Total costs for Board Office operations represent less than 0.01 percent of the total budget for the entire Regent enterprise.

The Board of Regents provides governance to the following public institutions and their current leadership:

Iowa Education for Deaf and Blind . . . John Cool, Interim Superintendent
 The University of Iowa Barbara Wilson, President
 Iowa State University Wendy Wintersteen, President
 The University of Northern Iowa Mark Nook, President



MISSION

The mission of the Regent institutions is to:

- Produce and disseminate knowledge
- Prepare students to make positive contributions to society
- Serve the state of Iowa to expand opportunities

VISION

The Board of Regents will lead an accessible, internationally renowned system that provides education, conducts research, and benefits Iowa, the nation and the world.

CORE VALUES

We are learner focused:

- Student success
- Quality academic, innovative and creative engagement
- Access that is career expanding
- Resilience, growth mindedness, and self-awareness
- Diverse and inclusive experiences
- Intellectual and talent development

We expect ethical behavior:

- Honesty
- Transparency
- Public accountability, stewardship, and service
- Open and effective communication
- Advancement of the good of public education
- Respect for differences
- Exercise free speech through civil discourse

We employ practices for transformative growth:

- Continuous improvement
- Collaboration
- Inclusion
- Academic freedom
- Efficiency and sustainability
- Shared governance



THE CULTURE OF GROWTH AND INNOVATION AT THE BOARD OF REGENTS AND ITS INSTITUTIONS

Empowering the Core Values to cultivate the vision and enact the mission, the Board of Regents advances the following dispositions:



Leadership shall demonstrate 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, shall endeavor to meet the needs of lowans.



Governance shall demonstrate **effective, accountable service** to the public through strategic planning, hiring of and delegation to presidents and superintendent, responsible oversight and effective stewardship of resources.



Recruitment, retention and development activities shall **focus** on attracting, encouraging and engaging outstanding students, faculty and staff.



Passion for learning shall enable individuals to achieve their full potential and to enhance his/her quality of life and career aspirations.



Effective communications shall inform constituents and citizens of the roles, value and impact of the Board and its institutions.



Respectful interaction among members of diverse backgrounds, culture and beliefs in nurturing environments shall empower critical thinking, free inquiry, open communication and broad participation.



Maintain and improve the quality of the enterprise as the institutions transform.



Academic freedom shall stimulate creativity, inquiry and advancement of knowledge.

PRIORITY ONE

STUDENT SUCCESS AND THE ACADEMIC EXPERIENCE

OBJECTIVE 1.1:

The Regent institutions will provide clear pathways for students to enter, move through and complete their education and career goals.

Metrics and Goals:

Each institution's strategic plan shall have goals that support student success, showing growth each academic year. Each campus will set 5-year goals for the key performance indicators below:

- Increase fall-to-fall retention for first year students by 2027.
- Increase four-year and six-year completion rates by 2027.
- Reduce the attainment gap of underrepresented students by 2027.
- Achieve grade level reading and math achievement levels at the Iowa School for the Deaf.
- Increase literacy rate for students served through Iowa Educational Services for the Blind and Visually Impaired.
- Include employment outcomes of graduates in program reviews.

Institutions may include additional indicators of success and may report on these key performance indicators in the aggregate, by program, or in other ways that are meaningful for the population it serves.

OBJECTIVE 1.2:

The Board of Regents (BOR) will incorporate strategies for a system that ensures the accessibility and affordability of higher education at the Regent universities.

Metrics and Goals:

- Regent universities will set 5-year goals to increase merit and need-based philanthropic scholarship support by 2027.
- Regent universities will work to reduce the average amount of debt that undergraduate students have upon graduation.
- Regent universities will further streamline the access and curricular articulation with high school and community college programs for the purpose of high-quality clear pathways for accelerated learning.
- The BOR will advocate and increase state appropriations and resources to support Regent institutions.
- The BOR will educate the public about the true cost of education and the value to Iowans brought by Regent universities.





PRIORITY ONE

STUDENT SUCCESS AND THE ACADEMIC EXPERIENCE

OBJECTIVE 1.3:

The Regent institutions will further advance onboarding, curricular, co-curricular and extra-curricular experiences that align to and empower undergraduate students to meet their educational and career goals.

Metrics and Goals:

- Each campus will further enhance existing opportunities, including but not limited to, research, internships, service learning, study abroad, student clubs/organizations, etc.
- Each university will expand onboarding programs for incoming students, with a particular focus on first generation, underrepresented and non-traditional students.
- Maintain institutional Higher Learning Commission accreditation, including providing evidence of program outcomes, as well as maintain accreditations of colleges and degrees as appropriate, seek accreditation of new programs, conduct Board of Regents-program reviews, and report out to the Board of Regents on these external evaluations.
- Identify additional work-based and experiential learning opportunities for students.

OBJECTIVE 1.4:

The Regent institutions will increase accessibility to high quality academic offerings utilizing online and distance to facilitate student learning and access to certificates and degrees.

Metrics and Goals:

Each institution shall:

- Set 5-year goals to expand online programs in areas that are consistent with campus expertise and market demands, and that will enhance opportunities as well as target underserved populations and industries.

Metrics: Collaborate on an overall strategy for the institutions including but not limited to: Program and course enrollments, and number of students successfully completing courses.

- Design a pilot general education course sharing opportunity for students at one institution to take online courses from the other two universities, evaluate the results and evaluate adding additional opportunities.

Metrics: Quantitative and qualitative data on student outcomes and institutional efficiency.

PRIORITY TWO

SERVICE TO IOWANS

OBJECTIVE 2.1:

The Regent institutions will serve the state by delivering opportunities for Iowans to engage in lifelong learning, participate in extension and outreach programs, benefit from health care services, and experience the arts and other creative activities that enhance their quality of life.

Metrics and Goals:

- Each institution shall create and track metrics that showcase the impact of its programming on Iowans across the state.
- Increase the existing service efforts to provide opportunities for underserved populations.

OBJECTIVE 2.2:

The University of Iowa Hospitals and Clinics will work to have capacity to serve Iowans.

Metrics and Goals:

- UIHC will identify the capacity constraints on their current facilities and identify and implement capital initiatives to increase capacity by 10 percent.

OBJECTIVE 2.3:

The Regent universities will build strategic collaborations among universities, Iowa industries and the State of Iowa to foster opportunities for innovation and economic development.

Metrics and Goals:

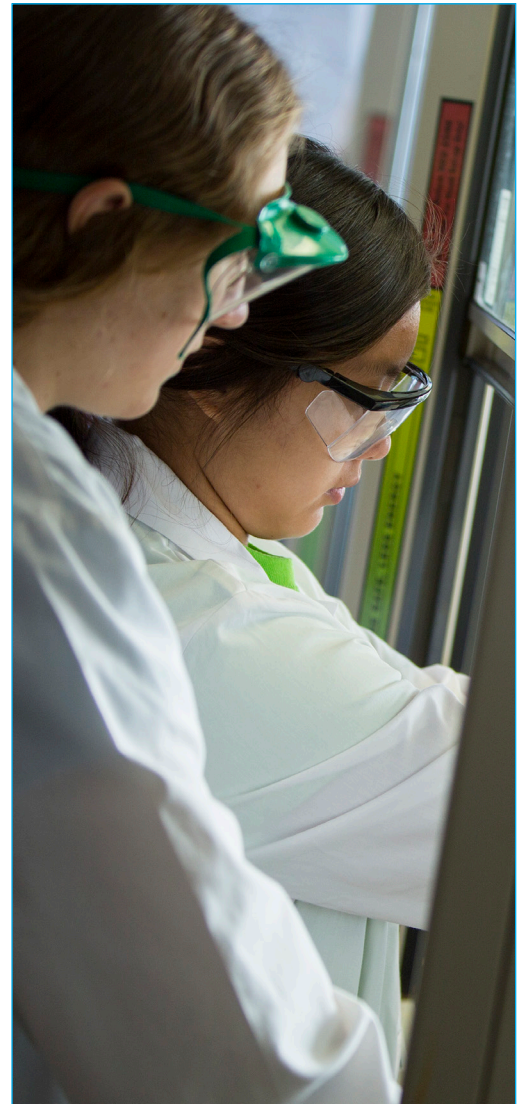
- Each institution annually shall report on partnership and/or collaboration activities. This includes both quantitative and qualitative metrics that demonstrate the impact of these activities.

OBJECTIVE 2.4:

The Regent institutions will educate students to support changing workforce and evolving economic needs.

Metrics and Goals:

- Each institution shall ensure that it is providing opportunities for its students to meet evolving workforce needs for Iowa to compete in a global society.
- Universities will update and create new degree programs based on academic expertise, workforce needs, state and national data and feedback from industry advisory councils and company recruiters.



OBJECTIVE 2.5:

Economic Development and Research

Metrics and Goals:

- Each university will set a 5-year goal to increase research funding.
- Annually, each university will report on intellectual property created.
- Each university will identify additional areas of support and opportunity to support the conversion of the intellectual property created into Iowa-based businesses.

PRIORITY THREE

OPERATIONAL EXCELLENCE AND EFFECTIVENESS

OBJECTIVE 3.1:

The Regent institutions will continue to seek, implement and strengthen operational efficiencies and effectiveness.

Metrics and Goals:

The BOR and Regent institutions shall collaborate to ensure a productive culture of efficiency and effectiveness with annual improvements. Activities will include:

- Optimizing administrative activities through consolidation and restructuring.
- Expanding the shared services functions to increase efficiency.
- Monitoring and evaluating the effect and impact of efficiency efforts and adjusting processes as necessary.

Each Regent institution will report annually activities and improvements in each area and its progress toward the goal.

OBJECTIVE 3.2:

The Regent universities will maximize physical and technological infrastructures to advance teaching, research, and engagement.

Metrics and Goals:

The Regent universities shall optimally utilize infrastructures. Activities will include, but not limited to:

- Increasing the utilization of existing capital facilities.
- Collaborating when possible on the purchase and use of research-based technology for the institutions.
- Consolidating multiple technology licenses into system-wide licenses to reduce license duplication by 2027.
- Ensure each institution has the technology platform and capacity to enhance online learning.

Each Regent institution will report on activities and progress toward these goals.



OBJECTIVE 3.3:

The Regent institutions shall advance capital and operational forecasting and predictability for maximum resource utilization.

Metrics and Goals:

The Regent institutions shall maximize the utilization of existing physical structures and facility and infrastructure 10-year plans to ensure optimum utilization. Activities will include, but not limited to:

- Annually updating a comprehensive 10-year master capital plan of planned projects in sequential order enabling a balanced plan for implementation.
- Creating a financial map of the master capital plan including all obligations and investments as well as donor opportunities.
- Identifying and implementing new alternative funding sources, including but not limited to public-private partnerships and recognizing existing sources as potential bridges or launching points for new funding.

Each Regent institution will report on activities and progress toward these goals annually.

OBJECTIVE 3.4:

The BOR and Regent institutions shall develop and enhance the human capital at each of the Regent institutions.

- Continue to strengthen our workforce by providing career support and development
- Enhance the institutional efforts to have the workforce be more reflective of the student body
- Encourage additional recruitment and retention of world-class faculty and staff

PRIORITY FOUR

STAKEHOLDER ENGAGEMENT

OBJECTIVE 4.1:

The BOR and Regent institutions will coordinate and enhance their current communication efforts.

Metrics and Goals:

- Evaluate all current stakeholder publications and determine if they provide added value.
- Increase dissemination of the public value and benefit of Regent institution programs
- Enhance institutional dissemination of the ongoing activities of each institution, including but not limited to, the cutting-edge research being done at each institution and the value to stakeholders.

OBJECTIVE 4.2:

Each Regent institution will show its impact to each Iowa county.

Metrics and Goals:

Each Regent institution will collaborate to create and annually update a combined webpage showing the impact of each Regent institution to the county, including, but not limited to the following data:

- Current students
- Alumni
- Regent employees
- Partnerships or transactions with businesses
- Extension and outreach, health care, and economic development functions in the county

OBJECTIVE 4.3:

Transparency and Dissemination

Metrics and Goals:

The Board of Regents Office will broadly distribute to every media outlet, though social media and directly to stakeholders the activities and reports from each Board meeting.

Each institution will have a strategic communications plan designed to amplify the following:

- Notable alumni from each of the institutions
- Successes of our current students
- Successes of our faculty and staff
- Economic impact of their institutions



Transformative Success for Iowa's Universities



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