Strategic Planning Process

Beginning in January of 2016, the Iowa Board of Regents in partnership with their stakeholders, began the process to create a five-year strategic plan that will begin in 2016 and last until 2021. This strategic plan builds off the work and successes of the previous plan (2010-2016) as well as emerging priorities in the state of Iowa and across the country.

This document is a working draft that has been put together based on initial research and stakeholder input and feedback and serves only as a resource to collect additional feedback to inform the final plan. Please note that the objectives, metrics, and goals presented in this document and in any related conversations are for input and feedback purposes only.
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About the Iowa Board of Regents

In 1909, The Iowa Legislature created the Iowa Board of Regents to provide governance to the University of Iowa, Iowa State University, the University of Northern Iowa, the Iowa School for the Deaf and the Iowa Braille and Sight Saving School through policy making, oversight and coordination as outlined in Iowa law.

The Board’s nine members are citizen volunteers appointed by the Governor and confirmed by the Iowa Senate to serve 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 law, one member must be a full-time undergraduate or graduate student at one of the public universities at the time of his or her appointment, and not more than five members can be of the same political party. Gender balance is also required.

The Board meets approximately eight times a year at the five public institutions or other locations around the state. The meetings are open to the public except when Iowa’s open meeting law allows closed sessions for specific reasons, such as the discussion of personnel matters.

The Board is statutorily authorized by Iowa Code Chapter 262, which states that the Board is responsibility to “have and exercise all the powers necessary and convenient for the effective administration of its office and of the institutions under its control.”

The current members of Iowa’s Board of Regents include

- Bruce Rastetter, President
- Katie Mulholland, President Pro Tem
- Mary Andringa
- Sherry Bates
- Patricia Cownie
- Milt Dakovich
- Rachel Johnson
- Larry McKibben
- Dr. Subhash Sahai
- Robert Donley, Executive, Director

The Board of Regents provides governance to the following Public Institutions, and their current leadership:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Leader</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iowa School for the Deaf and Iowa Braille</td>
<td>Mr. Steven Gettel</td>
<td>Superintendent</td>
</tr>
<tr>
<td>and Sign Saving School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iowa State University</td>
<td>Dr. Steven Leath</td>
<td>President</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>Mr. Bruce Harrel</td>
<td>President</td>
</tr>
<tr>
<td>University of Northern Iowa</td>
<td>Dr. William Ruud</td>
<td>President</td>
</tr>
</tbody>
</table>
Core Values, Mission and Vision

Revised Mission Statement
The Iowa Board of Regents enhances the quality of life of Iowans by improving the excellence, accessibility and public service activities of the Regent Institutions.

Revised Vision Statements
The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research and learning.

The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research and learning, while nationally recognized as leading systems of public education.

The Regent Enterprise will be nationally recognized as a leading system of public education and in the State of Iowa as an invaluable asset providing opportunities for active engagement, research and learning.

Values
The Board of Regents, and its member institutions, are committed to:

- Academic Freedom
- Academic Quality
- Access and Student Success
- Civility
- Collaboration
- Continuous Improvement
- Diversity among faculty, staff and students
- Ethical Behavior
- Honesty
- Intellectual Development and Creativity
- Open, effective communication
- Public accountability, stewardship, and service
- Transparency

Culture
The Board of Regents and its institutions nurture environments, consistent with their core values, which are characterized by the following:

- 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.
- Respectful interaction among members of diverse backgrounds, culture, and beliefs in nurturing environments while promoting 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 superintendent, responsible oversight, and effective stewardship of resources.
- Recruiting, retaining and developing outstanding students, faculty and staff.
Strategic Priorities

The Board of Regents in partnership with the Regent Institutions work to build a better future for all Iowans by creating and supporting services, activities and programs aimed at:

- Increasing Student Success
- Promoting Innovation in Learning, Research and Economic Development
- Developing and Effectively Utilizing Mission Focused Resources

Priority One: Increasing Student Success

Objective 1.1: Create clear pathways for students to enter, move through and complete their education goals.

Possible Metrics and Goals:

- Increase fall to fall retention for first year students by 0.5% each year.
- Increase 4 year completion rate by 3-4% annually to reach or exceed median of peer group within 5 years.
- Increase 6 year completion rate by 2-3% annually to reach or exceed median of peer group within 5 years.
- Increase the retention and completion rates for underrepresented students at all institutions.
- Increase the reading and math achievement levels at the Special Schools (ISD).

Objective 1.2: Maintain quality institutions of higher education that are affordable for Iowa residents.

Possible Metrics and Goals

- Do not increase tuition more than x% per year.
- Build upon existing efforts to increase merit and need based dollars available to students at Regent Institutions.
- Utilizing state appropriations and resources for student aid.
- Using 2014-2015 debt loads as a baseline, reduce average student debt load by 10% over 5 years.

Objective 1.3: Create work and learn opportunities for successful career and graduate school preparation.

Possible Metrics and Goals:

- Establish baseline in year 1--number of students participating in experiential learning activities including undergraduate/graduate research, internships, service learning, study abroad, etc.; increase baseline number by 5% each year over the next 5 years.
- 70% of all students will graduate with at least one documented experiential learning (undergraduate/graduate research, internships, service learning, study abroad, etc.) activity.
Priority Two: Promoting Innovation in Learning, Research, and Economic Development

Objective 2.1: Ensure Iowa’s universities and Special Schools are respected for their scholarship and contributions to their field and to Iowa.

Possible Metrics and Goals:
- Awards, funding dollars, publications, etc. compared to benchmark institutions
- Intellectual property income
- License agreements/patents
- Licenses signed with start-up companies in Iowa

Objective 2.2: Provide world class extension, service, and outreach.

Possible Metrics and Goals:
- Number of Iowa counties where service, extension and outreach activities occur.
- Number of Iowa residents served by Regent Enterprise extension, service and outreach activities.
- Number or percent of students, faculty or staff engaged in outreach and service activities in underserved areas of Iowa.

Objective 2.3: Build strategic collaborations within and between universities as well as with outside entities that foster opportunities for innovation and economic development.

Possible Metrics and Goals:
- Number of partnerships and/or collaboration opportunities between campuses and partners.

Objective 2.4: Produce quality graduates to align with Iowa’s workforce needs.

Possible Metrics and Goals:
- Percent of graduates from Regent institutions employed in Iowa (could be one year out, five years out, ten years out).
- Increase the number of returning students who have “stopped out” for a period of time who are re-engaged in coursework and complete a degree.
- Percent of STEM and high demand degrees offered.
- Percent of students enrolling in and completing STEM and high demand degrees.
Priority Three: Developing and Efficiently Using Mission Focused Resources

Objective 3.1: Continue to seek operational efficiencies.

Possible Metrics and Goals:
- Consolidate administrative activities, to reduce administrative costs across campuses to realize the estimated TIER savings projections.
- Expand the shared services functions to increase efficiency.
- Increase the number of master procurement contracts across the Regent Enterprise to better serve the system.

Objective 3.2: Develop and maintain the physical and technological infrastructures.

Possible Metrics and Goals:
- Increase the utilization of current classroom and laboratory space for educational opportunities by 10%.
- Increase coordination of technology used at all institutions.
- Consolidate multiple technology licenses into system-wide licenses to reduce license duplication by 25%.

Objective 3.3: Increase utilization of e-learning and other distance education program delivery systems.

Possible Metrics and Goals:
- Increase the number of percent of e-learning opportunities and distance education opportunities (courses and sections) by 10% each year.
- Increase the number of cross-institutional opportunities for e-learning and distance education by 50% each year.
- Increase the number of online degrees/certificates completed by 10%.
Appendices

Appendix A: Previous Mission and Vision Statements (2010-2016 Strategic Plan)

Mission
The Board of Regents, working through Iowa’s public universities and special schools:

- Provides high-quality accessible education to students.
- Engages in high-quality research, scholarship, and creative activities to enhance the quality of life for Iowans and society in general.
- Provides needed public services.
- Creates and supports economic development in partnership with public and private sectors.

Vision
The Board of Regents strives to provide effective and quality public education for the citizens of Iowa.

The Regent Enterprise will be an invaluable asset to the State of Iowa through active engagement, research, and learning.

The Regent Enterprise will be recognized among the nation’s leading systems of public universities for:

- Excellence in undergraduate, graduate, and professional education;
- Leadership in meeting state, regional, national, and global needs through quality undergraduate, graduate, professional, extension, and outreach programs, research, and service.
- The Regent Enterprise will also be recognized for its excellence in meeting the needs of students who are blind or visually impaired and deaf or hard of hearing.
Appendix B: Peer Institutions

Iowa State University
- University of Arizona
- University of California-Davis
- University of Illinois-Urbana
- Michigan State University
- University of Minnesota
- North Carolina State University
- Ohio State University
- Purdue University-Main Campus
- Texas A&M University
- University of Wisconsin-Madison

University of Iowa
- University of Arizona
- University of California
- University of Illinois
- Indiana University
- University of Michigan
- University of Minnesota
- University of North Carolina
- Ohio State University
- University of Texas
- University of Wisconsin

University of Northern Iowa
- College of Charleston
- Eastern Illinois University
- Ferris State University
- James Madison University
- Marshall University
- Southern Illinois University - Edwardsville
- Truman State University
- University of Massachusetts – Dartmouth
- University of Minnesota - Duluth
- Western Washington University
Appendix C: Relevant Data Points

Current Fall to Fall Retention Rates*

<table>
<thead>
<tr>
<th></th>
<th>Iowa State University</th>
<th>University of Northern Iowa</th>
<th>University of Iowa</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full Time</strong></td>
<td>86%</td>
<td>85%</td>
<td>86%</td>
</tr>
<tr>
<td><strong>Part Time</strong></td>
<td>79%</td>
<td>33%</td>
<td>75%</td>
</tr>
</tbody>
</table>

*Based on 2013-2014 cohort as reported to IPEDS

Current Completion Rates*

<table>
<thead>
<tr>
<th></th>
<th>Iowa State University</th>
<th>University of Northern Iowa</th>
<th>University of Iowa</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current 4 year completion</strong></td>
<td>39.5%</td>
<td>37.9%</td>
<td>48.2%</td>
</tr>
<tr>
<td><strong>Average 4 year completion for peers</strong></td>
<td>52.9%</td>
<td>30.3%</td>
<td>62.3%</td>
</tr>
<tr>
<td><strong>Median 4 year completion for peers</strong></td>
<td>53.1%</td>
<td>29.9%</td>
<td>58.8%</td>
</tr>
<tr>
<td><strong>Current 6 year completion</strong></td>
<td>68.9%</td>
<td>63.9%</td>
<td>70.0%</td>
</tr>
<tr>
<td><strong>Average 6 year completion for peers</strong></td>
<td>78.1%</td>
<td>57.2%</td>
<td>82.0%</td>
</tr>
<tr>
<td><strong>Median 6 year completion for peers</strong></td>
<td>81.2%</td>
<td>55.6%</td>
<td>83.8%</td>
</tr>
</tbody>
</table>

*Based on 2009 cohort as reported to IPEDS.

Current Average Debt Load/Student upon Graduation

<table>
<thead>
<tr>
<th></th>
<th>Iowa State University</th>
<th>University of Northern Iowa</th>
<th>University of Iowa</th>
<th>Average of all Enterprise Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Student Debt Load/Student</strong></td>
<td>$28,880</td>
<td>$23,163</td>
<td>$28,716</td>
<td>$26,920</td>
</tr>
<tr>
<td><strong>Average Debt Load/Student at Peer Institutions</strong></td>
<td>$24,591</td>
<td>$27,804</td>
<td>$24,871</td>
<td>$25,755</td>
</tr>
<tr>
<td><strong>5% overall debt decrease/per student</strong></td>
<td>$27,436</td>
<td>$22,005</td>
<td>$27,280</td>
<td>$25,574</td>
</tr>
<tr>
<td><strong>10% overall debt decrease/per student</strong></td>
<td>$25,992</td>
<td>$20,847</td>
<td>$25,844</td>
<td>$24,228</td>
</tr>
<tr>
<td><strong>5% above average Peer Debt Load/Student</strong></td>
<td>$25,821</td>
<td>$29,194</td>
<td>$26,114</td>
<td>$27,043</td>
</tr>
<tr>
<td><strong>10% above average Peer Debt Load/Student</strong></td>
<td>$27,050</td>
<td>$30,584</td>
<td>$27,358</td>
<td>$28,420</td>
</tr>
</tbody>
</table>

*average student debt load for students who graduated in the 2014-2015 academic year as reported to IPEDS.
Appendix D: Suggested Activities

Priority One: Increasing Student Success

Objective 1.1: Create clear pathways for students to enter, move through and complete their education goals.
- Increase support for under-represented students to ensure they are completing desired credentials.
- Increase support for transfer students to ensure they are completing desired credentials.

Objective 1.2: Maintain quality institutions of higher education that are affordable for Iowa residents.
- Increase need-based/merit-based opportunities for student financial aid for Iowa residents by 5% across all Regent Institutions
- Maintain tuition rates that are at or below median tuition of peer institutions.
- Increase education opportunities for students related to financial aid.

Objective 1.3: Create work and learn opportunities for successful career and graduate school preparation.
- Increase outreach events and activities conducted by each institution
- Develop guidelines for experiential learning activities.
- Create reporting system for departments to report up through college/school and university, the number of students engaging in experiential learning activities.
- Develop course codes and related curriculum to allow student to place experiential learning activities within the context of their discipline and allow for easier tracking of participation rates and types.

Priority Two: Promoting Innovation in Learning, Research, and Economic Development

Objective 2.1: Ensure Iowa’s universities and special schools are respected for their scholarship and contributions to their field and to Iowa.
- Provide financial resources and support for faculty to pursue their scholarly endeavors.
- Promote and share scholarship and contributions of faculty and staff to statewide audience.

Objective 2.2: Provide world class professional and extension services, and outreach.

Objective 2.3: Build strategic collaborations within and between universities as well as with outside entities that foster opportunities for innovation and economic development.

Objective 2.4: Produce quality graduates to align with Iowa’s workforce needs.
- Targeted marketing and outreach to adult students who have “stopped” out of school
- Marketing to attract students to high demand and STEM related fields, aimed at helping them understand career opportunities in Iowa

Priority Three: Developing and Efficiently Using Mission Focused Resources

Objective 3.1: Continue to seek operational efficiencies.
- Continue working with TIER committees to further identify areas for consolidation and ensure the realization of these goals

Objective 3.2: Develop and maintain the physical and technological infrastructures.
- Ensure that campuses are working together to identify evolving technology needs and opportunities in order to most efficiently integrate new technologies on campuses.
Objective 3.3: Increase utilization of e-learning and other distance education program delivery systems.

- Provide professional development opportunities for faculty interested in teaching in an e-learning environment to ensure quality and consistency across courses.
- Provide financial incentives for faculty who develop cross-institutional e-learning opportunities.