

# Transforming the Lives of Iowans through Education, Discovery and Service

## 2004-2009 Strategic Plan of the Board of Regents, State of Iowa

The Board of Regents, State of Iowa, enhances the quality of life in Iowa and beyond by governing five outstanding public educational institutions: the state's three public universities – the University of Iowa, Iowa State University, and the University of Northern Iowa – and two special preschool-12th grade schools – the Iowa School for the Deaf and the Iowa Braille and Sight Saving School. Work to date on the Board's 2004-2009 Strategic Plan demonstrates the commitment of the nine volunteer Regents to serving the needs of Iowa, its citizens, and the world.

## Mission

### What we do today

(adopted May 22, 2003)

Serving the people of Iowa, the Board of Regents

- 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;
- 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.

## **Vision**

### **The aspirations we pursue**

**(adopted January 20, 1998; reaffirmed May 22, 2003)**

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

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.

## **Values**

### **The ideals we uphold**

**(adopted May 22, 2003)**

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

- 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

# Culture

## How we do things

(adopted June 19, 2003)

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

- **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

## Priorities and Objectives

### The focus of our endeavors

(Priorities adopted June 19, 2003; objectives adopted July 17, 2003)

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 high-quality educational opportunities** for all our students.

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

- 1.1. Offer high-quality programs for undergraduate, graduate, professional, and non-degree students and special school students.
- 1.2. Attract and retain the best faculty and staff, consistent with institutional missions, to provide exceptional learning opportunities.
- 1.3. Enhance diverse communities of faculty, staff, and students to expand educational experiences and foster cultural understanding.
- 1.4. Facilitate student access and transitions to the Regent universities.
- 1.5. Provide value-added educational experiences that foster student success in degree attainment.

*Serving the people of Iowa, the Board of Regents and its institutions will*

- 1.6. Expand opportunities for individuals by strengthening Iowa's educational system through collaboration with other education sectors.
- 1.7. Communicate the quality, impact, and opportunities of the state's public universities and special schools to Iowans and other citizens.
- 1.8. Acquire and manage resources that support and enhance educational opportunities.

2. **Discovering new knowledge** through research, scholarship, and creative activities.

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

- 2.1. Attract and retain diverse, talented, and creative faculty, staff and students.

- 2.2. Create and pursue opportunities to widely disseminate knowledge to other sectors to enhance applications, including those that stimulate economic growth in Iowa.
- 2.3. Ensure access among students to research opportunities, scholarship, creative activities, and business and industry internships.

*Serving the people of Iowa, the Board of Regents and its institutions will*

- 2.4. Acquire and manage resources that support and enhance research, scholarship, and creative activities.
- 2.5. Maintain compliance with institutional and Board policies, government regulations, and legal requirements.
- 2.6. Communicate to the public the advances and importance of the Regent institutions' research, scholarship, and creative activities.

### 3. **Providing needed service and promoting economic growth.**

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

- 3.1. Enhance individual Iowans' knowledge, abilities, opportunities, and personal incomes through educational attainment.
- 3.2. Attract investment to Iowa and grow a variety of business opportunities in the state by building on research strengths and increasing technology transfer to commercial and nonprofit entities.
- 3.3. Prepare Iowa's workforce of the future by fostering diverse communities of learners and access to economic and service opportunities.
- 3.4. Improve the quality of life in Iowa through exceptional and accessible health care, educational outreach programs, cultural and recreational opportunities, and other valued public services responsive to Iowans' needs.

*Serving the people of Iowa, the Board of Regents and its institutions will*

- 3.5. Acquire and manage resources that support needed services and economic growth.
- 3.6. Draw upon research and scholarship strengths of the universities to address needs and enhance economic growth in the state.
- 3.7. Communicate to the public the impact of our institutions on Iowa's economy, quality of life and future.

4. **Demonstrating public accountability** and effective stewardship of resources.

*Serving the people of Iowa, the Board of Regents and its institutions will*

- 4.1. Utilize management systems that periodically measure achievements in each of the priorities and strategies identified in the Board's and institutions' strategic plans.
- 4.2. Exercise exceptional stewardship of public resources and pursue continuous quality improvement in programs and services by identifying and implementing best practices.
- 4.3. Maximize benefits to Iowans and other citizens by determining appropriate needs for institutional resources and obtaining and managing them effectively.
- 4.4. Ensure compliance with Board policies and legal mandates through responsible oversight of operations.
- 4.5. Serve as an active and enthusiastic advocate and communicator for the Regent institutions, their students, and the citizens they serve by maintaining positive relationships with elected officials, other education sectors, the media and the public at large.