

EXECUTIVE SUMMARY

ACTION ITEM: ARIZONA BOARD OF REGENTS ACTION PLAN: 2006-2007

ISSUE: The Board is requested to approve the 2006-2007 Action Plan. The plan was reviewed at the Board's annual retreat in August.

BACKGROUND:

- The Board of Regents Action plan is a key document that identifies its long-term strategic directions and objectives that are designed to carry out its vision and mission. The Action Plan objectives generally cover one year but can span several years.
- The Annual Action Plan is a document that provides planning focus and accountability by reporting subsequent performance of the Board and its staff.

DISCUSSION:

- Currently, there are six strategic directions and thirty-nine objectives in the 2006-2007 Action Plan, additional objectives can be added at any time by the Board. Each January and August reports are presented to the Board on progress toward meeting each of the Action Plan objectives. Additionally, often extensive reports are made to the Board on specific objectives.
- The Action Plan is focused and strategic. It does not encompass all of the activities of the Board and its staff. Numerous other important activities are performed and are separately reported to the Board each year.

RECOMMENDATION:

The Board is requested to approve the attached 2006-2007 Action Plan.

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ARIZONA BOARD OF REGENTS STRATEGIC DIRECTIONS & ACTION PLAN 2006-2007

BOARD STRATEGIC DIRECTIONS

The quality of life and improvement in the social, economic, and environmental health of Arizona's citizens is directly related to the education, research and public service provided by Arizona's public universities. Access to university level education for Arizona citizens, particularly for the fast growing number of first generation, time-and place-bound students, is critical to social stability, meeting workforce needs and having citizens who are responsible stewards of the state's legacies and resources.

The Arizona Board of Regents has six long-term Strategic Directions that provide a broad focus for its planning and are a guide for university strategic planning. The Strategic Directions are:

1. Increase Student Participation in University Education
2. Enhance the Quality of Student Education
3. Increase Affordable Education for Students
4. Provide an Educated, Competitive Workforce
5. Enhance Research and Impact Economic Development
6. Optimize University Resource Acquisition and Work Environment

On an annual basis, the Board develops and pursues an Action Plan consisting of objectives that contribute to the accomplishment of the Board's long-term strategic directions. The Action Plan provides a means for reporting progress on the Board's Strategic Directions and Objectives.

It is important to note that the Action Plan is strategic and that once objectives have been implemented they may continue, but do not show up on the Action Plan.

ABOR 2006-2007 ACTION PLAN
INCLUDING SUGGESTED IMPROVEMENTS IN ABOR OVERSIGHT

➤ **Arizona Board of Regents: *Full Board: Bob Bulla, President***

1. Continue evaluation of results and outcomes of TRIF-funded initiatives in light of universities' differentiated missions and Board's system-wide priorities; develop appropriate processes to determine use of over-realized TRIF revenue.
2. Develop strategic plan for accelerated expansion of the University of Arizona College of Medicine-Phoenix.
3. Implement new technologies, e.g., SharePoint and video-conferencing, to improve Committee efficiency and effectiveness.

➤ **Joint Conference Committee of the Universities and Community Colleges (JCC): *Ernest Calderón, Co-Chair***

1. Refine and monitor key access activities, including articulation process with community colleges and among the universities and growth of 2+2 programs statewide.
2. Monitor progress on community college-university relations and transfer articulation by reviewing implementation of six recommendations, developed by JCC and approved by Board in 2005-2006, including accountability measures developed by JCC.

➤ **Strategic Planning Committee: *Bob Bulla, Chair***

1. Develop strategic plan for implementation of University Redesign models, including proposed relationships with community colleges, geographic siting of programs, and cost models and appropriate proformas.
2. Revise the university Five-Year Strategic plans to include an executive summary, performance measure data for the five past and five future years with goals.

➤ **Capital Committee:** *Fred Boice, Chair*

1. Request universities to submit business plans for major capital projects for review by the Capital Committee; monitor business plan results periodically.
2. Develop strategic plan for bringing university facilities up to, and maintaining, an appropriate standard.

➤ **Programs Committee:** *To be announced, Chair*

1. Develop university “academic strategic plans” to outline expected new academic programs to be proposed, eliminated, or combined, as well as new academic units to be created, to meet the overall mission and goals of each institution and campus; develop process for reviewing new academic programs at appropriate intervals.
2. Review, revise as appropriate, and monitor Regents Accountability Measures (RAM) and other performance measures in light of enterprise-related accountability needs of Board and public; modify *WICHE Benchmarks* document, working in conjunction with WICHE, with state-specific data that compares Arizona’s performance access, affordability, and finance to that of peer states.
3. Develop faculty grant program for projects that increase student retention and performance in key undergraduate courses while reducing cost of delivery.
4. Review and make recommendations related to issue of making textbooks more affordable for students.
5. Track and report on university accomplishments to double the number of nursing school graduates from FY 2002 to FY 2008. The Legislature has appropriated \$4 million/year for five years for community colleges and universities to support doubling of the number of nursing graduates.
6. Revise financial aid reporting process to meet additional legislative reporting requirements on specific measures.

➤ **Information Technology/Arizona Universities Network (IT/AZUN) Committee:** *Christina Palacios, Chair*

1. Commission an independent study to determine if common information technology systems among the universities would be a more effective and efficient way to plan for major future information technology development.
2. Review and make recommendations, if indicated, to enhance IT security processes at the universities.
3. Review and monitor AZUN projects managed by Northern Arizona University, including, but not limited to, development of new AZUN gateway web-based portal phases I and II; begin planning for possible inclusion of other entities on the portal.
4. Refine the ARRO grant process, increase the annual funding to \$500,000 and award grant proposals to support innovative distance learning initiatives for the 2006-7 award cycle.
5. Continue to refine the Information Technology Architecture that provides a framework and standards for guiding the development of information technology in the university system. Review and monitor Information Technology Plans, including major system implementations, new project approvals, and centralization of information technology.



Public Awareness Committee: *Fred Boice, Chair*

1. Promote stakeholder education through American Council on Education (ACE) campaign titled *Solutions for Our Future*, a national initiative to establish a dialogue about critical role universities and colleges play in serving the public, solving pressing societal needs, and preparing people for our country's future.
2. Develop brochures in key areas, such as financial aid, accountability mechanisms, and community college partnerships, to inform policymakers and the community about initiatives and accomplishments.
3. Continue the central office briefings for ASA leaders, and continue working closely with government affairs liaisons and student leaders on legislative issues and other Board matters affecting students.
4. Develop a Public Awareness Action Plan to enhance Board and university public awareness activities and interaction with the Legislature and Governor's Office. Improve awareness of Board initiatives, particularly with the public and members of the House and Senate Higher Education Committees, and legislative leadership.

5. Continue to utilize the Legislative Affairs Committee to provide direction on legislative issues, including preparation of various reports and studies mandated in the first session of the 48th Legislature. Develop a Legislative Action Plan to identify legislation that is relevant to higher education and to communicate and advocate for the Board's positions on legislation.

➤ **Resources Committee:** *Ernest Calderón, Chair*

1. Review new Fall tuition-setting process and refine as appropriate.
2. Recommend improvements to increase the availability of student financial aid and scholarship assistance, with the objective of improving student access and success.
3. Review and request Board approval of methodology for calculating return on investment (ROI) for TRIF-funded projects, working with university TRIF Liaisons and Vice Presidents for Research.
4. Prepare for and monitor the annual budget process, including the submission of the FY 2008 state budget request.

➤ **Human Resources Committee:** *Bob Bulla, Chair*

1. Develop strategic and action plans for improving faculty and staff compensation.
2. Review human resources processes at each university.
3. Review annual university executive compensation reports and make recommendations as appropriate.

➤ **Finance Committee:** *Bob Bulla, Chair*

1. Analyze major sources of each university's funds, and the uses by source; develop appropriate metrics based on each university's specific mission.
2. Review university statements reporting monthly and year-to-date actual revenue and expenditure data vs. budgeted revenue and expenditure data.
3. Review university 10-year models of projected revenue streams and uses for strategic planning purposes.

4. Improve use of common data definitions and report formats across the universities.



Audit Committee: *Gary Stuart, Chair*

1. Evaluate system-wide risk assessment process and internal audit methodologies; propose revisions to Board policy as appropriate.
2. Review university use of purchasing cards (P-Cards) and determine if Board policy is needed.
3. Continue to implement the Sarbanes-Oxley (SOX) Workgroup's recommendations of certain best practices with respect to the integrity of financial reporting for higher education embodied in the SOX legislation. Implementation includes reviewing and recommending possible changes to ABOR policy framework relating to conflicts of interest, ethics and the reporting and investigation of alleged fraud and misconduct.