

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs

AGENDA ITEM: 6 – J

DATE: March 28-30, 2017

SUBJECT: BOR Policy 1:21 Revision – System Strategic Goals (First Reading)

The Board of Regents adopted new strategic goals as part of a new strategic plan in [October of 2014](#). However, BOR Policy 1:21 System Strategic Goals was not updated at that time. The proposed revisions to BOR Policy 1:21 provided in Attachment I represent the Board’s current strategic goals as indicated in the strategic plan.

DRAFT MOTION 20170328_6-J: I move to approve the first reading of the revisions to BOR Policy 1:21 – System Strategic Goals as presented.

SOUTH DAKOTA BOARD OF REGENTS

Policy Manual

SUBJECT: System Strategic Goals

NUMBER: 1:21

The Board of Regents has targeted four strategic public policy goals to meet the challenge of educating more South Dakotans and enhancing the state's research enterprise.

1. ~~Educational Attainment~~

- A. ~~Continuously improve preparation and align high school standards with college-ready expectations.~~
- B. ~~Increase college participation rates.~~
- C. ~~Improve completions, i.e. increase retention rates, increase the number of graduates by at least 411 each year, and close achievement gaps.~~
- D. ~~Keep our graduates in state.~~

2. ~~Academic Quality & Performance~~

- A. ~~Review academic degree programs for quality, responsiveness, and productivity.~~
- B. ~~Promote high standards for student learning, quality instruction, and research.~~
- C. ~~Encourage student engagement in research and service.~~
- D. ~~Create employer feedback mechanisms.~~
- E. ~~Expand use of technology to enhance learning.~~

3. ~~Economic Development & Quality of Life~~

- A. ~~Promote growth of research initiatives.~~
- B. ~~Expand graduate education.~~
- C. ~~Contribute to economic development through technology transfer & incubation of new commercial ventures.~~

~~D. — Contribute to workforce development & quality of life by expanding academic programs to meet our future workforce needs, offering off-campus and online programs, and creating corporate training partnerships.~~

~~E. — Encourage entrepreneurship.~~

~~4. — Effectiveness & Efficiency~~

~~A. — Monitor and benchmark cost/price per graduate.~~

~~B. — Monitor and benchmark financial indicators.~~

~~C. — Review under-productive programs for improvements, consolidation, or elimination.~~

~~D. — Streamline administrative and academic organizational structures.~~

~~E. — Review facilities and space utilization.~~

~~F. — Keep the system affordable.~~

~~1) — Tuition and fees.~~

~~2) — Required credits to degree~~

~~3) — Need-based and merit aid~~

~~4) — Average debt load~~

A. PURPOSE

To align system strategic goals with the Strategic Plan approved by the Board of Regents. Specific action steps for the goals stated in this policy are found in the South Dakota Board of Regents Strategic Plan 2014-2020 approved by the Board at the October 2014 meeting.

B. DEFINITIONS

1. **Strategic Plan:** is the South Dakota Board of Regents Strategic Plan 2014-2020 approved by the Board at the October 2014 meeting.
2. **STEM:** refers to programs, courses, and occupations in science, technology, engineering, and mathematics.
3. **2020 Vision: The South Dakota Science & Innovation Strategy:** is the state-wide science and technology development strategy for the South Dakota.

C. POLICY

1. Mission

The Board of Regents' mission is to provide an excellent, efficient, accessible, equitable and affordable public university and special schools system that improves South Dakota's overall educational attainment and research productivity, while enriching the intellectual, economic, civic, social, and cultural life of the state, its residents, and its communities.

2. Vision for South Dakota

The public university and special schools system will educate more individuals to higher levels to enhance state workforce development and will move more research into viable businesses to support state economic development.

To align system priorities in a meaningful way, we offer here a sense of the South Dakota that might come to exist in the decades ahead:

- 2.1. South Dakota's population will be more highly-educated;
- 2.2. South Dakotans will have increased access to continuing education opportunities needed to upgrade their credentials while remaining in the workforce;
- 2.3. South Dakota will have a working-age population with advanced levels of education needed to support our democracy and the modern, knowledge-based economy;
- 2.4. The South Dakota economy will benefit from significant increases in university and associated research-derived commercialization activities;
- 2.5. South Dakota will be a recognized national leader in the use of information technology to enhance its educational, economic, social, scientific, and political development.

3. Goals

The Board of Regents are committed to four major goals that will guide the actions of the Board, its system, and institutional leaders. The goals are student success, academic quality and performance, research and economic development, and affordability and accountability.

3.1. Student Success

The role of the Board of Regents is to enact and monitor policy, advocate for state investment, create incentives to the universities, and monitor and evaluate institutional outcomes to achieve the intended outcomes.

3.1.1. Student Success Intended Outcomes:

- 3.1.1.1. Grow the number of undergraduate and graduate degrees awarded.
- 3.1.1.2. Increase the number of degrees awarded to Native American students.
- 3.1.1.3. Improve system first year retention rates.
- 3.1.1.4. Improve institutional four-year and six-year graduation rates.
- 3.1.1.5. Reduce the percentage of entering students requiring remediation.

3.1.2. Student Success Action Steps:

3.1.2.1. Expand educational access.

3.1.2.2. Work with campuses to improve student retention and completion.

3.2. Academic Quality and Performance

The Board of Regents is committed to offering the highest quality academic programs that educate students broadly through strong Arts and Sciences offerings, coherent general education requirements, and majors and minors that prepare students with the skills and knowledge to thrive in a rapidly changing world.

3.2.1. Academic Quality and Performance Intended Outcomes:

3.2.1.1. Improve the pass rates on licensure and certification exams.

3.2.1.2. Increase the number of accredited programs.

3.2.1.3. Continue to approve new graduate programs.

3.2.1.4. Grow the number of students participating in experiential learning.

3.2.2. Academic Quality and Performance Action Steps:

3.2.2.1. Continually review existing programs for quality, rigor, and relevance in South Dakota's modern economy.

3.2.2.2. Support and promote institutional and programmatic accreditation where appropriate.

3.2.2.3. Encourage student engagement in research and service.

3.3. Research and Economic Development

These goal align with the 2020 Vision: The South Dakota Science & Innovation Strategy which provides a framework for driving research and economic development within the state. Increasing the annual system research and contract expenditures will advance knowledge, enhance technology transfer and commercialization, and catalyze economic development.

3.3.1. Research and Economic Development Intended Outcomes:

3.3.1.1. Increase grant and contract expenditures.

3.3.1.2. Increase the number of invention disclosures.

3.3.1.3. Increase the number of signed license agreements.

3.3.1.4. Increase the number of licenses signed with start-up companies.

3.3.1.5. Increase the number of graduates from STEM programs.

3.3.2. Research and Economic Development Action Steps:

3.3.2.1. Support the universities' efforts to enhance research and development productivity through grants and contracts in key research sectors, recognizing the mission of each of the Regental universities.

3.3.2.2. Expand educational opportunities in the areas of science, technology, engineering, and mathematics.

3.3.2.3. Contribute to the state's workforce and economic development.

3.4. Affordability and Accountability

Reduce SD tuition and fees ranking to the regional average by 2020. Advocate for increased public investment to make higher education affordable for every South Dakotan. Manage public higher education to promote transparency and a clearer understanding of the costs of higher education.

3.4.1. Affordability and Accountability Intended Outcomes:

3.4.1.1. Reduce the three-year federal loan default rate.

3.4.1.2. Improve the system's regional ranking for undergraduate resident tuition and fees.

3.4.1.3. Reduce student support of operating costs to fifty percent.

3.4.1.4. Reduce education and related spending per degree.

3.4.1.5. Increase the number of students served by the special schools.

3.4.2. Affordability and Accountability Action Steps:

3.4.2.1. Streamline academic delivery and support services.

3.4.2.2. Manage and control costs passed on to students and increase available support to students.

3.4.2.3. Demystify and simplify public higher education costs for students and their families, especially South Dakotans, policymakers, and taxpayers by making publically available Regental system aggregated data and individual university data by institution and per student FTE.

3.4.2.4. Ensure that special school and higher education institution strategic plans are aligned with the BOR strategic Plan.

FORMS/APPENDICES:

South Dakota Board of Regents Strategic Plan 2014-2020

SOURCE:

BOR June 1999; BOR October 2010.