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Directives on Cost Savings  
Board of Regents Telephonic Meeting  
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All five Regent institutions have a long history of increased efficiency, enhanced productivity, and internal reallocations of resources to ensure the success of the Board of Regents' core mission of benefitting Iowans through education, research, and service. In response to the current state economic downturn, Regent institutions have seen an unprecedented reduction in state support that has required even greater scrutiny of all functions.

Each institution has met the necessary cuts in budget by careful review of academic and business functions. Many people have participated in task forces to find new ways to deliver the education and other services at our campuses. While we have made changes in our structures and functions, we will continue to pursue excellence.

While the Regent institutions continue to work with other state agencies on recommendations outlined in the Iowa Efficiency Review Report, the recommendations adopted by the State Government Reorganization Interim Commission, and the provisions of Governor Culver's Executive Order 20, the challenges are great and we need to do more.

To maintain the momentum, I now ask the Board of Regents to join me in directing our Regent institutions to find efficiencies and cost-savings inter-institutionally; to explore collaborative initiatives that yield efficiencies within and between the Regents institutions. The Regents institutions will engage in effective collaborations and consolidations that have the potential to substantially reduce university costs in the areas of Information Technology, Purchasing, Human Resources, and Facilities.

Specifically, the Regent institutions will explore initiatives that ensure that limited resources are focused on ideas that will legitimately produce substantial savings in the following areas:

#### Information Technology

- Software Licensing – explore the feasibility of a shared pool for software acquisition
- Consolidated E-mail – identify and take advantage of opportunities for savings by consolidating services
- Web Content Management – evaluate systems to manage organization and timeliness
- Disaster Recovery/Business Continuity – enhance systems currently in place for storing data in multiple locations and replicating key infrastructure off-site

#### Purchasing

- Cellular Service – explore negotiating cell phone services on a Regent-wide basis, including state agencies if possible
- Risk Management – review policies and coverages
- Print Shop – determine if further consolidation/collaboration will generate savings

#### Human Resources

- Employee Benefits – identify policies that hinder further efficiencies and determine modifications needed to create cost-savings
- Employee Training – determine if cost savings and efficiencies occur in sharing training for public safety, diversity, health and such exists
- Employee Wellness – review wellness issues on a Regent-wide basis

#### Facilities

- Equipment Contracts – explore Regent-wide contracts
- Green Cleaning Products and Services – savings may occur by reducing health risks
- Maintenance Stores – inventory levels might be reduced if offsite storage can be secured
- Electronic bids – build on progress towards paperless systems

This list is only a beginning. The Regent institutions will build on these suggestions. Using the following as guiding principles, the Regent institutions will ensure that limited resources are focused on the initiatives that will legitimately produce substantial savings.

- Consolidation efforts must maintain or improve the quality of the institution.
- Consolidations should substantially reduce aggregate reoccurring costs or improve services for participants. If costs increase for one entity then a mechanism will be enacted to make that entity whole.
- Consolidations should not introduce complexities or risk to infrastructure, business processes, or end user experiences.
- No entity should pay more for a service or good than they could otherwise obtain on their own.
- Consolidations should occur where they makes sense. Some projects may only involve two institutions.

Regents business operations staff will assemble candidate projects and present them to the Board of Regents at the April meeting. Projects should include a detailed description, estimated implementation costs and staff resources needed, target dates for full assessment, and projected savings.

Working together, the Regent institutions will remain top-notch, conserving institutional assets and preserving excellence.