

ANALYSIS OF GOVERNANCE REPORTS

SUBMITTED TO:

**Board of Regents, State of Iowa
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SUBMITTED BY:

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1.0 INTRODUCTION AND BACKGROUND

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1.1 Introduction

As the statutory governing board for Iowa's three state universities and two special schools, the Board of Regents has broad responsibility over virtually all aspects of institutional operations. For instance, Iowa Code 262.9 enumerates 28 separate functions of the Board under the section entitled "Powers and Duties."

While day-to-day management has been delegated to institutional leaders and Board Office staff, the Board retains the overall responsibility to keep informed of institutional operations and statewide higher education policy issues. One of the strategies that the Board employs in fulfilling this responsibility is the system of governance reports where it receives information on key issues on a regular schedule using standard formats.

A recurring concern, especially among institutional staff, is the amount of effort required in responding to such reporting requirements. While significant progress was made several years ago in reducing the costs of governance reports, institutional officials believe that these reports are still too numerous and too costly to produce. During Phase I of MGT's organizational review, they identified the need for further effort to streamline reporting requirements.

When MGT issued its report on Phase I of the Organizational Review in January 2002, we offered 17 separate recommendations for further investigation into how the Regents and the institutions could operate more effectively and efficiently. One of those recommendations stated:

The Board of Regents should review its governance reporting requirements with the objective of streamlining the reporting requirements while maintaining an adequate accountability system.

The Board accepted that recommendation, and the following report addresses findings from the further analyses conducted during Phase II.

1.2 Overview of Governance Reporting System in 2002

The Board Office staff provided MGT with a copy of the 2002 annual calendar of reports that includes just over 100 reports. The reporting calendar outlines when institutional submissions are due to the Board Office staff and when the docket that includes the reports will be published.

There is considerable variety across the 100+ reports. Some are annual statistical or financial summaries of institutional operations, some include recommendations for action, and some report the status of current administrative activity.

The current structured approach to governance reports has evolved over a period of time. At one time, each institution submitted reports directly to the Board – an approach

that became overwhelming for Board members. They then asked their staff to develop a more systematic approach than having institutions “dump a pile of papers on the table at Board meetings.”

Currently, the staff role is to provide common formats that focus on key policy issues and to filter information submitted by the institutions. More importantly, the Board Office staff analyzes issues related to the report topics and develops recommendations for Board action. In carrying out its role, the staff receives more information than what is provided to the Board. That is, the workload on institutional staff can be greater than what might be readily apparent from merely reviewing the docket information.

1.3 Prior Analyses of Governance Reporting System

In a previous 1996-97 assignment, MGT conducted a review of selected governance and administrative functions of the Board of Regents. In our January 1997 report to the Board, one of our findings related to governance reports states:

Board members, in our interviews, stated that they found the reports helpful in keeping them abreast of the operations of the institutions. Similarly, officials and staff in the governor’s office and legislature stated that they also found the reports to be helpful in enabling them to exercise their overall monitoring and policy setting responsibilities. Further, officials in the governor’s office and legislature stated that the fact that the Board receives and monitors the extensive array of reports adds to their confidence in the overall governance and management of the institutions.

This finding that Board members and staff officials place a high value on the reports was tempered by other findings, similar to our Phase I findings, that opportunities existed for reducing the number of reports by combining similar reports into a single document.

Since our 1997 findings and recommendations, considerable effort has taken place to streamline and focus the governance reporting process. One notable improvement during the past year has been in the formats and approaches used to present information to the Board. Board Office staff have embraced the concepts of “information mapping” which focus on what the Board needs to know and then organizes and presents information in a user-friendly fashion.

1.4 Methodology

The current review of governance reporting entailed three distinct information collection and analysis approaches:

- A review of individual reports submitted to the Board over the past several years
- Interviews with selected Board Office staff and university officials who are responsible for developing the reports

- A survey of all Board Office and university staff members who are involved in developing and/or reviewing report submissions.

The review of individual reports was an attempt to develop a broad analytic overview of the magnitude and scope of the governance reports. In particular, we determined the length of each report, noted statements about the purpose or intent of each report, and analyzed the nature of the information contained in each report.

The staff interviews were intended to provide an introduction to the range of issues to be examined, as perceived by personnel who are actively involved in the reporting process. Building on information gained through the interviews, a survey instrument was created that focused on priority concerns, especially the amount of effort required relative to the perceived value of the reports and alternative actions that might be taken to enhance each governance report.

2.0 PROFILE OF GOVERNANCE REPORTS

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2.1 Overview

Our initial review of each of the governance reports served to confirm what we had been told by Board members and by staff from the governor's office and legislature during our 1996-97 study. Namely, the reports are professionally prepared and provide valuable information to those who have statewide responsibility for oversight of the universities and special schools. Even a quick analysis reveals that the reports, collectively speaking, represent a considerable effort by institutional and Board Office staff in condensing information on a vast array of topics into a series of relatively digestible reports.

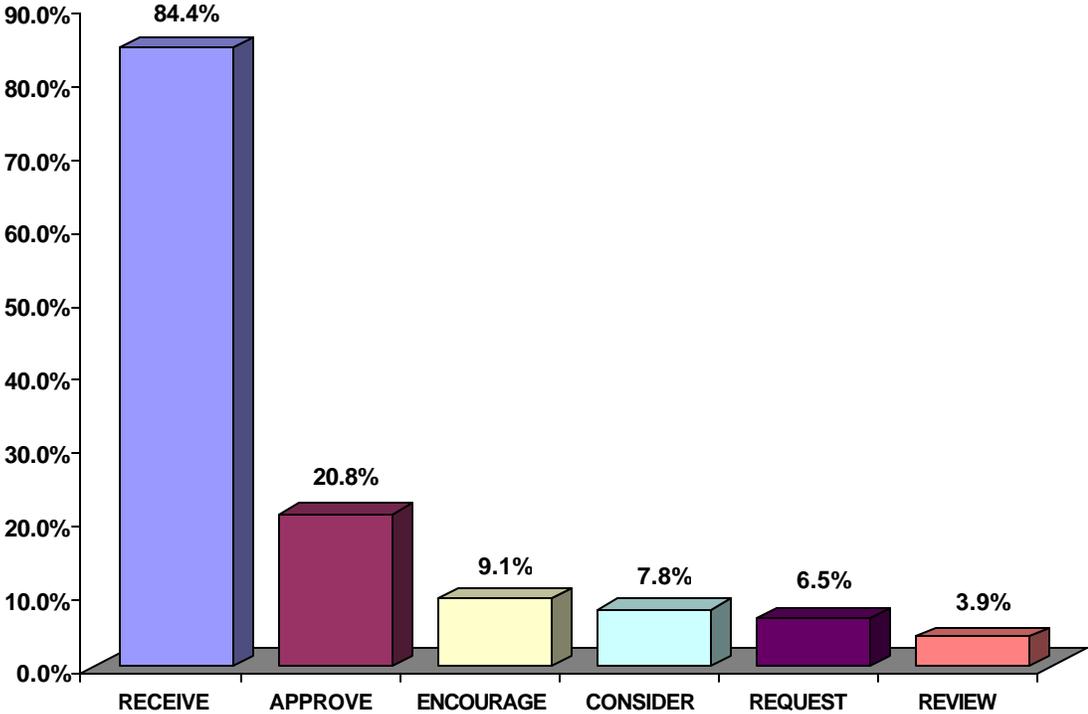
Nonetheless, the sheer number of reports and the length of some of the individual reports suggest that some staff effort likely is being expended without commensurate value. That is, the problem with the governance reports is not with their quality, but with the risk of over-burdening staff and flooding the Board members with too much information that is not mission-critical.

2.2 Analysis of Purpose of Reports

As noted in the introductory chapter, the term "governance reports" covers a broad array of reports that cover a vast array of topics and are intended to serve different purposes. The report summaries developed by the Board Office staff follow a common pattern and typically begin by stating any action that is expected by the Board of Regents. As seen in the bar graph below, only about 21% of the reports are intended to seek Board approval of an action. As such, the majority of the reports are structured to be received by the Board as information only.

In terms of subject matter, about half of the governance reports relate to business and other administrative issues within the Regent system. Specifically, about 30% provide information on financial issues (both state and foundation), 14% concern staffing issues, and 11% cover various forms of real property and physical capital (including residence systems). Interestingly, only about 9% of the reports are academic- or enrollment-related. Exhibit 2-2 provides the details.

**EXHIBIT 2-1
PURPOSE OF GOVERNANCE REPORTS**



Note: Statistics are exclusive of 26 of 103 reports that were not published online for 2001 on the BOR Website. As multiple actions can be prescribed for each report, the sum of these percentages exceeds 100%.

EXHIBIT 2-2
GOVERNANCE REPORT CONTENT

SUBJECT	# OF REPORTS	% OF REPORTS
Financial	19	18.4%
Foundation-Related	10	9.7%
Human Resources	9	8.7%
Faculty-Related	5	4.9%
Real Property/Facilities/Capital	8	7.8%
Residence Systems	3	2.9%
Academic	5	4.9%
Enrollment-Related	4	3.9%
Medical/Hospital	5	4.9%
Legislative	10	9.7%
General or Other Content	25	24.3%
Total, All Reports	103	100.0%

2.3 Length and Makeup of Reports

The actual size and make-up of the individual reports also reflect a considerable diversity. The governance reports vary in length from a single page to well over 100 pages between all Regent institutions. Some are mostly statistical summaries (e.g., we estimate that about 90% of the student retention and graduation report is comprised of statistical tables) while others (e.g., reports on academic program reviews/student outcomes) are almost entirely narrative in content. The typical (or median) report is approximately 12 pages in length and has a 70%-30% mix of text and tabular information. Exhibit 2-3 below summarizes information about the composition of the 103 reports; more complete information is included as Appendix A.

EXHIBIT 2-3
GOVERNANCE REPORT STATISTICS

CHARACTERISTIC	STATISTIC			
	Total	Minimum	Median	Maximum
# of Reports*	103			
# of Pages**	1,660	1	12	130
Estimated %-Text**	59%	10%	70%	100%
Estimated %-Data**	41%	0%	30%	90%

*In instances where identical reports are submitted by multiple Regent institutions, only one report is tabulated

**Statistics are exclusive of 26 of 103 reports that were not published for 2001 on the BOR Website. Statistics for the 31 reports published in December are representative of 2000 reports, since the Board did not meet in December 2001.

2.4 Comparison of 2001 and 2000 Reports

During our interviews with Board Office and institutional staff (see next section), we often heard the observation that the reports seem to grow in length and time required each year. A typical comment was that any questions raised during Board discussion of a governance report lead to an expanded format the following year to incorporate that issue. While report expansion in some cases is a reasonable response to the Board’s need for information, in other cases it may lead to needless additional effort by staff in compiling details about issues that were little more than a passing interest.

As a crude test of the validity of the observation about “report creep,” we compared the length of specific reports in the 2001 reporting cycle to the corresponding reports in 2000. This comparison was isolated to reports with a matching counterpart in both years. As seen in Exhibit 2-4, the 2001 series of reports contained 5.9 percent more pages, on average, than the corresponding reports published in 2000. This is further illustrated by the fact that 52 percent of the reports had increased in length, 18 percent had the same number of pages, and only 30 percent were shorter. In interpreting this finding, however, the reader needs to be cautioned that some of the increase in length is likely due to docket format changes, which created more open space in the reports to facilitate navigation among major points, rather than an increase in content (and workload on institutional staff).

At the time of this report, the Board is only midway through the 2002 reporting cycle. Our analysis of partial year data, however, shows that many of the reports have seen modest to considerable reductions in length through July of this year. Particularly, preliminary budgetary reports have been reduced by considerable proportions. Specific details regarding reports are listed in Appendix A.

EXHIBIT 2-4
ANALYSIS OF CHANGE IN GOVERNANCE REPORTS
2000-2001

MEASURE	STATISTIC		CHANGE 2000-2001	
	2000	2001	Number	Percent
Reports Compared*	50	50	-	-
Total Pages	1,240	1,313	74	5.9%
Average Length	24.79	26.26	1.47	5.9%
■ Report Length	# Increased		26	52.0%
	# Decreased		15	30.0%
	# Unchanged		9	18.0%

*Excludes all biennial reports (3), all reports published in December (31), reports not published on the BOR Website (19), and other reports without appropriate comparators (1).

Note: Report length for reports submitted in late 2001 also are affected by a change in docket format.

**3.0 RESULTS OF BOARD OFFICE
AND CAMPUS INTERVIEWS**

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3.1 Focus of Interviews

In early May, we conducted interviews with selected staff from the Board Office and in early June we visited the three universities for interviews with institutional staff to learn more about the current approach to governance reports. The purpose of both sets of interviews was to get the perceptions of those who are most closely involved in report development about the issues to be addressed in our analysis and to discuss specific examples where the reporting process could be enhanced.

Although a number of issues were discussed in each setting, the two underlying questions in all the interviews were:

- What information does the Board need to fulfill its duties?
- How can the reporting process become more effective and efficient?

Both sets of respondents repeatedly stated their commitment to provide whatever information the Board needs.

3.2 Board Office Staff Perceptions

An initial point of discussion focused on why over 100 governance reports are needed. Three broad reasons were offered about why so many governance reports exist:

- To keep the Regents informed of important activities at each institution
- To comply with external requirements
- To demonstrate to external agencies that the Regents are exercising their oversight authority effectively.

Also, some of the reports (e.g., the monthly status reports on legislative activity throughout the winter and spring) technically are not “governance reports,” but are included on the master list of governance reports for ease of scheduling.

Staff suggested that an important concept in understanding the institutions’ concern about reporting burden was the distinction between what institutions submit to the Board Office staff and what staff forward on to the Board as part of the docket material. For many reports, the institutions provide significantly more pages of material than what appears in the docket. The Board Office staff feel a responsibility to distill often-lengthy submissions from the institutions and to structure the information in a way that Board members can easily find summary details across all institutions. In addition to the governance reports provided in each Board member’s agenda package, Board Office staff provide a data book at each meeting that contains a copy of all information that has been submitted by the institutions.

Regarding the length of governance reports, Board Office staff acknowledge that many were expanded during the four years since the last external review of the reporting process. Some reports may have expanded due to the over-enthusiasm of campus and/or Board Office staff who have a strong interest in a particular topic and want to share their insights with others. Staff suggested that a possible approach to controlling the problem of escalation in the governance reporting burden is to have a more deliberate process for adding and/or modifying reports – perhaps some type of cost-benefit analysis.

As noted earlier, many of the governance reports serve to comply with requirements of external agencies. Sometimes, the external requirement is statutory (e.g., the family practice report or the competition report). In other cases, the reports and accompanying Board action are needed to facilitate the flow of funding (e.g., the roads reports is used to get DOT funding).

Board Office staff suggested that the institutions' reporting burden might not be lessened even if the Board eliminated one or more of its required reports. They reported examples where other government agencies have expressed interest in collecting information directly from the institutions, but have agreed that the Board-directed reports will meet their needs. Staff believe it is critical for the Board to preserve its authority rather than causing the institutions to report to many different agencies.

In an initial review of each report, Board Office staff suggested various approaches for improving the efficiency of the reporting process. They identified a number of reports that either appear to have grown too long, could be combined with other reports, or could be submitted less frequently. (Details of these strategies, along with similar guidance from institutional staff, are reported as part of the survey results in the next chapter.)

3.3 Campus Perceptions

Overview

Views from the three universities were generally consistent with one another. A common refrain was that, overall, the reporting system can be described as a “can’t see the forest for the trees” situation. They further suggested that the length of some reports might contribute to lack of preparation by some board members. Institutional staff suggested the process would benefit from pre-defined page limits for each report.

Even though the previous MGT review of governance reports and the strategic planning effort a few years ago lead to the development of performance indicators, institutional staff noted that they still must submit details of operations instead of just outcomes. Despite their concern about submitting what they consider to be overly detailed operational reports, institutional staff do not feel that the Board micro-manages. They do fear, however, that detailed data submissions provide that potential should composition of the Board change.

Institutional staff report that they seem to spend more time preparing the reports than on implementing any needed changes based on what is learned from the report. They fear there is a major disconnect between data reporting and taking action.

In the past year, they noted that the Board Office staff has adopted a new format for governance reports to make them easier for readers (especially Board members) to navigate. To date, the new format only has applied to what is given to the Board and not to what the institutions must submit. They believe that similar attention to the requirements for institutional submissions would be equally valuable. In their opinion, the focus needs to be on what Board itself wants. Despite the Board's public statement that a request from the Board Office staff should be treated as a request from the Regents themselves, institutional staff question the notion that Board Office staff need data that the Board does not want itself.

Current Governance Reporting Model Compared to Comprehensive MIS

Despite their concerns about the burdens of the current governance reporting system, staff at all three universities favored refinements to the current reporting model over the development of a more comprehensive system-wide management information system (MIS). The MIS approach is used by some governing boards in other states as a means to avoid the need for ad hoc data requests throughout the year. Among the reasons cited for their opposition to the MIS approach were:

- The expense of a system-wide MIS would be prohibitive.
- They have had poor experience with 12-year effort to develop statewide salary model
- The Regent institutions differ too much from each other for a common model to be effective.

Despite their opposition to a common MIS approach, they felt that some – but not all -- of the governance reports might be replaced by a Regent-wide data warehouse approach. The key requirement for success of a data warehouse would be agreement on common definitions.

They cautioned, however, that the benefits of a data warehouse would not significantly reduce the reporting burden. They find that generally the time-consuming demands from governance reports come from preparing the analysis rather than submitting raw data. Even with a data warehouse, they think that the analysis needs to be done by those staff who are closest to the program rather than someone in the central office.

Length of Reports Issue

Noting that many of the reports have grown in length over time, institutional staff suggested that perhaps there needs to be some sort of sunset law for each report to be re-justified. They find that governance reports seem to expand each year when an isolated question from a Regent at a meeting becomes a recurring part of the standard format, but over time some of the issues are no longer relevant.

Another factor in the length of reports was thought to be the professional interests of the Board Office staff coordinator. In some instances, institutional staff believe they are feeding a researcher's interest in the topic more than the Board's need for information.

Among the many examples of overly long reports that were provided, several were of particular interest:

- The international programs report, which has now grown to approximately 75 pages, contains more information than what a provost feels he wants or needs to manage his university's own program.
- The student aid report has grown from 5 pages to 68 pages over past five years.
- For the curriculum change report, one university staff member claims to submit 100 pages of information for each page that appears in the docket. He reports submitting an 84-page listing of proposed curriculum changes although the board itself focuses only on the net change in number of courses.

A final observation from institutional staff suggests that a possible reason for the escalating governance reports is the change in the Board meeting format. When the Board was organized into committees, there was more opportunity for informal reporting about issues. Now since the Board meets as a committee of the whole, there has been a shift to more formal reports.

Opportunities for Consolidation of Governance Reports

Three broad types of opportunities were suggested for reducing the administrative burden through consolidation of governance reports. One situation is where the same topic comes before the Board in a series of reports over consecutive meetings, such as the budget and capital reports. A second opportunity is where the same information is presented twice to the Board on both a before and after basis, such as the professional assignment series of reports.

The third approach to report consolidation would be to combine a governance report that is submitted to the Regents with a similar report that is provided to an external body. Two examples of external reports that have corresponding governance reports include a report on financial aid provided to the state's College Aid Commission and the fall enrollment report submitted to the National Center for Education Statistics. The problem with this latter approach to consolidation would be that the Regents would basically have to accept the report specifications and submission schedule of an external party.

Opportunities for Less Frequent Reporting

Three types of opportunities were discussed that might lessen the staff effort in preparing governance reports by less frequent reporting. The most straightforward

method would be to shift the quarterly reports to an annual or semiannual basis. Another approach would be to identify those reports that cover topics where the data change little from one year to the next (e.g., tenure) and convert annual reports to a biennial basis.

If the Board finds that the current frequency of reporting has significant value in keeping them informed, a further option was suggested. Namely, the current detailed versions of reports might be submitted on a less frequent basis with streamlined reports on the remaining submission dates.

Candidates for Reports to be Eliminated

Although there were numerous suggestions for reports that could be eliminated, one provost was not convinced that any governance report could be discarded entirely, since “they do cover reasonable things for the board to monitor.” However, he did feel that the amount of information being provided might be unreasonable in some cases.

In the next chapter, we report the results of a survey of Board Office and institutional staff that asked, among other questions, which reports might be eliminated. From our interviews, however, the typical suggestions were to eliminate those reports that covered a relatively small, single entity such as the carillon, the Iowa State Center, and the affiliated organizations. In some cases, suggestions were made to eliminate individual sections of current reports.

Concerns about the Reporting Process

The final set of concerns discussed during the campus interviews were not about the specific reports but rather the process followed in report development. Campus staff spend considerable time in preparing data, responding to questions from Board Office staff while they prepare summaries, and then reviewing what the Board Office staff gives to the Board.

Among the concerns that were voiced was the need to send in information by a certain deadline and then not hearing anything from the Board Office staff until the last minute. A related concern was about the short turnaround time for responding to questions when summary reports by the Board Office staff are being developed. A tendency for Board Office staff to duplicate the work of institutional staff in the analysis and write-up of items was noted, although institutional staff acknowledged that this may serve to control for self-aggrandizement by the institutions.

Institutional staff sometimes find that the Board Office staff tries to interpret data out of context. They report that they feel the need to go to the Board meetings to make sure their information is presented accurately since they don't often have a chance to review the gray sheets before the agenda package goes to the Board. Also, campus program staff feel that they must attend Board meetings to handle possible detailed operational questions even though they are seldom asked to speak.

The concerns about the reporting process were offered in a spirit of constructive criticism, and proposals were offered for improving the current approaches. In particular, one institutional staff member believes there needs to be a structure for dialogue between the Board, Board Office staff and institutional staff about what is needed for each governance report topic. He found that a good model for streamlining governance reports can be found from several years ago when numerous faculty-related reports were combined into two reports – one in December and another in May.

4.0 SURVEY ANALYSIS

4.0 SURVEY ANALYSIS

4.1 Survey Procedures

Perhaps the most comprehensive effort in the review of governance reports was a survey distributed to both Board Office and institutional staff who are involved in the governance reporting process. Overall, the survey was completed by 69 staff members. The survey participants included those who work on only a limited number of reports in their area of job responsibility (e.g., the residence halls report) as well as those who coordinate all or a major component of their university's response.

One of the questions sought to determine the relative costs and benefits of each of the governance reports. Respondents were first asked to assess costs, as measured by relative effort of institutional and Board Office staff on five-point scale. Then, they were asked for their perceptions about the relative value of each report to four different potential audiences (Regents, other state leaders, institutional leaders, and other users), each on a five-point scale.

Additionally, respondents were invited to choose from a set of potentially needed changes for each report -- eliminate, combine with another report, condense, refocus, submit less frequently, and make no changes. Finally, space was provided for the respondents to write in any additional comments that they wanted us to take into consideration.

Several issues should be accounted for when considering these survey data. Foremost, it should be noted that only a limited proportion of the 69 overall respondents provided views relative to each individual survey, as respondents were asked to address reports with which they had some level of familiarity. Thus, ratings can be heavily biased depending on the opinions of individual respondents. However, as the figure theoretically represents the entire universe of individuals affiliated with the report production, we believe the small number of respondents is justifiable.

Also stemming from the fact that respondents only rated a select number of reports, inter-report comparisons of costs or values can be skewed, depending on respondents differing interpretations of the five-point scale. However, the ratios of value to cost should be consistent, as there is no reason to assume deviancy in the relative magnitudes of value and cost assigned by respondents to individual reports. Respondents' assessments of value, cost, and the ratio of these figures are each provided separately to generate a more comprehensive picture of these aspects.

In sum, while certain limitations exist, the complete representation generated by all aspects of the survey data considered together remains a viable instrument for assessment.

4.2 Effort Required

Respondents were asked to estimate the relative cost of producing each report, as measured by staff effort required. Separate estimates of effort were sought for

institutional staff and for Board Office staff. It is important to note that the question did not attempt to establish an actual dollar cost but rather the approximate cost or effort relative to the other governance reports.

The responses to these two items are summarized in Exhibit 4-1. Levels of effort are reported on a five-point scale, with a higher score indicating a greater level of effort or cost. The reports requiring the greatest level of effort by institutional staff were *Preliminary Operating Budgets* (Report #20), the *Annual Purchasing Report* (Report #66), and the *Annual Fire and Environmental Safety Report* (Report #68). Those requiring the most effort as reported by Board Office staff were *the Annual Report on Graduation and Retention Rates* (Report #70), the *Annual Salary Report* (Report #59), and *Preliminary Requests for Operating and Capital Appropriations* (Report #36). As previously stated, it should be noted that respondents' varying interpretations of the five-point scale could lead to some degree of incompatibility between the ratings assigned to each report.

When costs for both institutional staff and Board Office staff were combined into a composite average, the reports requiring the greatest effort to produce were the *Preliminary Operating Budgets* (Report #20), the *Preliminary Requests for Operating and Capital Appropriations* (Report #36), and the *Annual Purchasing Report* (Report #66).

**EXHIBIT 4-1
 COSTS AND VALUES OF IOWA BOARD OF REGENTS GOVERNANCE REPORTS, AS REPORTED BY IOWA REGENT
 INSTITUTION STAFF MEMBERS AND BOARD OFFICE STAFF MEMBERS**

#	REPORT	# Resp	COSTS (Means)		VALUES (Means)				COMPOSITE AVERAGE		VALUE/ COST RATIO
			Institutional Staff	Board Staff	Regents	State Leaders	Institutional Leaders	Others	COSTS	VALUE	
			2a	2b	2c	2d	2e	2f			
1	Report on Governor's Budget	6	1.80	2.80	3.67	2.67	3.00	2.50	2.30	2.96	1.29
2	Monthly Report on the Legislative Session (January)	5	1.75	3.00	4.20	3.20	3.60	3.00	2.38	3.50	1.47
3	Monthly Report on the Legislative Session (February)	4	1.67	3.33	4.50	3.25	3.75	3.00	2.50	3.63	1.45
4	UIHC to Board of Regents as Hospital Trustees	3	3.67	1.67	3.33	2.50	2.67	2.50	2.67	2.75	1.03
5	Annual Report and Ten-Year Plan of the Residence Systems	8	4.25	3.63	3.38	1.88	2.88	1.75	3.94	2.47	0.63
6	Proposed Residence System Rates	9	4.22	3.56	3.67	1.78	3.00	2.11	3.89	2.64	0.68
7	Monthly Report on the Legislative Session (March)	3	1.67	3.33	4.33	2.33	3.33	2.00	2.50	3.00	1.20
8	Spring Enrollment Report	8	4.00	3.43	3.57	2.00	3.00	2.33	3.71	2.73	0.73
9	Annual Report on International Agreements	11	3.33	3.13	2.67	2.29	2.86	1.86	3.23	2.42	0.75
10	Annual Report on Family Practice Residency Program	4	2.00	1.67	3.33	4.00	3.00	3.33	1.83	3.42	1.86
11	SUI Measurement Research Foundation	3	2.00	2.50	3.50	2.00	2.00	2.00	2.25	2.38	1.06
12	Quarterly Investment and Cash Management Report	6	3.33	2.83	3.83	2.33	3.50	2.33	3.08	3.00	0.97
13	Parking Rates (all universities)	6	3.17	2.83	3.17	1.50	2.00	1.83	3.00	2.13	0.71
14	Annual Privatization Report	7	2.71	2.33	2.33	2.17	1.67	1.83	2.52	2.00	0.79
15	Monthly Report on Legislation (April)	4	1.75	3.50	4.25	2.25	3.50	2.25	2.63	3.06	1.17
16	Semi-Annual Master Lease Report	9	2.13	1.71	2.25	1.38	2.13	1.38	1.92	1.78	0.93
17	Approval of Residence Rates	8	3.00	3.13	3.38	1.75	3.13	2.25	3.06	2.63	0.86
18	Report on Cooperation/Collaboration (Biennial)	7	3.17	2.50	3.67	2.50	2.67	2.40	2.83	2.81	0.99
19	Annual Report on Faculty Activities	13	4.17	4.10	3.83	3.00	3.45	2.00	4.13	3.07	0.74
20	Preliminary Operating Budgets	15	4.54	4.25	4.09	2.36	3.80	1.90	4.39	3.04	0.69
21	Annual Report on Regional Study Centers	7	2.00	2.80	3.17	2.60	2.80	3.00	2.40	2.89	1.20
22	Budget Adjustments - Current Year	10	3.50	2.86	3.57	2.57	3.14	1.71	3.18	2.75	0.87
23	Monthly Report on Legislative Session (May)	4	1.75	3.50	4.25	2.25	3.50	2.25	2.63	3.06	1.17
24	Annual Report on Child Care	8	3.40	3.00	2.80	1.80	3.20	1.80	3.20	2.40	0.75
25	Allocation of Designated Tuition and Fees	7	3.86	3.57	4.14	2.43	3.71	2.29	3.71	3.14	0.85
26	UIHC to Board of Regents as Hospital Trustees	3	3.00	3.00	5.00	4.50	4.50	4.00	3.00	4.50	1.50
27	Report on Faculty Consulting Activities - Biennial	8	3.00	2.80	3.17	2.40	2.40	1.50	2.90	2.37	0.82
28	P & S Pay Plans	8	3.00	3.40	4.60	3.00	4.40	2.80	3.20	3.70	1.16

EXHIBIT 4-1 (Continued)
COSTS AND VALUES OF IOWA BOARD OF REGENTS GOVERNANCE REPORTS, AS REPORTED BY IOWA REGENT INSTITUTION STAFF MEMBERS AND BOARD OFFICE STAFF MEMBERS

#	REPORT	# Resp	COSTS (Means)		VALUES (Means)				COMPOSITE AVERAGE		VALUE/COST RATIO
			Institutional Staff	Board Staff	Regents	State Leaders	Institutional Leaders	Others	COSTS	VALUE	
			2a	2b	2c	2d	2e	2f			
29	Preliminary Operating Budgets	13	4.09	3.80	3.56	2.33	3.56	1.78	3.95	2.81	0.71
30	Final Report on Legislative Session	4	1.50	3.50	4.50	2.25	4.00	2.25	2.50	3.25	1.30
31	Annual Capital Program	9	4.22	4.00	4.00	2.56	3.56	2.22	4.11	3.08	0.75
32	Unit Cost Study - Biennial/Interim	8	3.38	2.63	3.14	2.29	2.86	2.29	3.00	2.64	0.88
33	ISU Committee for Agricultural Development	4	2.00	1.25	2.00	1.25	1.75	1.50	1.63	1.63	1.00
34	Quarterly Investment and Cash Management Report	7	2.86	2.71	3.86	2.33	3.57	2.33	2.79	3.02	1.09
35	Iowa School for the Deaf Foundation Report	3	2.00	2.50	3.50	2.00	2.00	2.00	2.25	2.38	1.06
36	Preliminary Requests for Operating and Capital Appropriations	8	4.25	4.38	4.13	2.75	3.63	1.75	4.31	3.06	0.71
37	Preliminary Five-Year Capital Program	9	4.13	3.63	3.25	3.00	3.25	1.75	3.88	2.81	0.73
38	Annual Internal Audit Plans	8	4.13	3.38	3.00	1.29	2.63	1.63	3.75	2.13	0.57
39	Institutional Roads Program (6-year)	10	3.80	3.40	2.60	2.40	2.70	2.30	3.60	2.50	0.69
40	Final Operating Budgets for Current Fiscal Year	12	4.18	3.80	3.60	2.50	3.80	2.20	3.99	3.03	0.76
41	Annual Study on Tuition Policies and Rates	9	3.89	3.89	4.33	3.22	4.22	3.33	3.89	3.78	0.97
42	Annual Student Financial Aid Report	8	4.14	4.29	3.71	2.86	3.33	2.40	4.21	3.08	0.73
43	Final Requests for Operating and Capital Appropriations	8	4.29	3.43	3.86	3.29	4.00	1.86	3.86	3.25	0.84
44	Final Five-Year Capital Program	9	4.00	3.75	4.25	3.38	4.25	2.13	3.88	3.50	0.90
45	Budget Adjustments - Current Year	8	3.00	3.00	3.60	2.80	2.40	1.60	3.00	2.60	0.87
46	UIHC to Board of Regents as Hospital Trustees	3	4.00	2.00	5.00	4.00	4.00	4.00	3.00	4.25	1.42
47	Annual Report on Phased and Early Retirement Programs	13	3.55	3.25	2.90	2.20	2.80	2.00	3.40	2.48	0.73
48	Annual Investment and Cash Management Program	6	3.33	3.00	4.00	2.83	3.83	2.67	3.17	3.33	1.05
49	Annual Energy Conservation Report	8	3.75	3.38	2.25	1.88	2.13	1.88	3.56	2.03	0.57
50	ISU Stanton Memorial Carillon	3	1.67	1.33	2.00	1.00	1.00	1.00	1.50	1.25	0.83
51	ISD Foundation	3	2.50	2.50	3.00	2.50	3.00	2.50	2.50	2.75	1.10
52	Institutional Reports on Program Review/Outcomes Assessment	10	3.78	3.57	3.75	2.25	3.86	1.71	3.67	2.89	0.79
53	Final Approval of Tuition Rates & Mandatory Fees	10	4.00	4.00	4.60	3.33	4.40	3.56	4.00	3.97	0.99
54	Annual Report of Registrar's and Admissions Officers	4	2.67	2.67	3.00	2.67	2.67	1.67	2.67	2.50	0.94
55	Fall Enrollment Report - Part I	9	4.13	4.00	3.88	2.86	4.00	2.67	4.06	3.35	0.82
56	Semi-Annual Master Lease Report	8	2.57	2.33	3.00	1.71	2.71	1.71	2.45	2.29	0.93

EXHIBIT 4-1 (Continued)
COSTS AND VALUES OF IOWA BOARD OF REGENTS GOVERNANCE REPORTS, AS REPORTED BY IOWA REGENT INSTITUTION STAFF MEMBERS AND BOARD OFFICE STAFF MEMBERS

#	REPORT	# Resp	COSTS (Means)		VALUES (Means)				COMPOSITE AVERAGE		VALUE/COST RATIO
			Institutional Staff	Board Staff	Regents	State Leaders	Institutional Leaders	Others	COSTS	VALUE	
			2a	2b	2c	2d	2e	2f			
57	Annual Regents Merit System Report	7	3.40	3.50	2.50	2.00	2.25	2.00	3.45	2.19	0.63
58	Proposals for Legislative Program	5	2.50	3.50	4.50	3.75	4.50	2.50	3.00	3.81	1.27
59	Annual Salary Report	14	4.00	4.38	3.90	2.60	3.80	2.60	4.19	3.23	0.77
60	Annual Committee on Educational Relations Report	5	2.50	2.00	3.25	1.50	2.25	1.67	2.25	2.17	0.96
61	Comprehensive Fiscal Report for Previous Year	5	3.80	4.00	3.40	2.00	3.00	1.60	3.90	2.50	0.64
62	Annual Report of Libraries	5	3.75	2.75	3.50	2.00	3.50	2.00	3.25	2.75	0.85
63	Annual Distance Education Report	7	3.83	3.20	3.17	3.00	3.20	2.00	3.52	2.84	0.81
64	Preliminary Review of Institutional Strategic Plans	11	3.78	3.86	4.00	2.83	3.83	2.00	3.82	3.17	0.83
65	Fall Enrollment Report - Part II	10	4.00	4.00	3.44	2.50	3.38	2.43	4.00	2.94	0.73
66	Annual Purchasing Report	8	4.50	4.13	3.50	2.38	3.25	2.63	4.31	2.94	0.68
67	Proposals for Legislative Program	3	2.67	4.00	4.67	4.33	4.33	2.67	3.33	4.00	1.20
68	Annual Fire and Environmental Safety Report	7	4.43	3.83	3.71	2.57	3.43	1.71	4.13	2.86	0.69
69	Annual Report on Deferred Maintenance	8	4.38	3.86	3.38	2.13	3.38	1.63	4.12	2.63	0.64
70	Annual Report on Graduation and Retention Rates	6	3.80	4.40	4.60	3.60	4.50	3.75	4.10	4.11	1.00
71	Annual Report on Technology Transfer	8	3.86	3.71	4.00	3.71	4.17	3.50	3.79	3.85	1.02
72	Annual Report on Fringe Benefits	8	3.86	3.80	3.83	3.40	4.20	3.20	3.83	3.66	0.96
73	Final Review of Institutional Strategic Plans	11	3.22	3.25	4.00	2.75	3.86	2.00	3.24	3.15	0.97
74	Annual Report on Diversity	7	4.17	4.25	4.20	3.00	3.80	2.60	4.21	3.40	0.81
75	Annual Affirmative Action Employment Report	8	4.17	4.00	4.20	3.25	4.00	3.00	4.08	3.61	0.88
76	Annual Targeted Small Business Report	11	3.75	3.43	3.63	2.63	3.25	2.14	3.59	2.91	0.81
77	Regents Minority/Women Educators' Enhancement Program	8	2.57	2.40	2.83	2.33	2.83	2.33	2.49	2.58	1.04
78	Annual Report on Faculty Tenure	11	3.20	3.33	3.90	2.40	4.44	2.56	3.27	3.33	1.02
79	Proposals for Legislative Program	3	2.67	4.00	4.67	4.33	4.33	2.67	3.33	4.00	1.20
80	Radio Station Reports (Biennial)	7	3.33	3.00	2.83	2.17	2.67	2.17	3.17	2.46	0.78
81	UIHC to Board of Regents as Hospital Trustees	4	4.00	2.00	5.00	4.00	4.00	4.00	3.00	4.25	1.42
82	Request for Professional Development Assignments	8	3.00	2.50	2.71	2.29	2.33	1.86	2.75	2.30	0.84
83	Annual Report of Professional Development Assignments	10	3.44	2.71	2.50	2.25	2.29	1.75	3.08	2.20	0.71
84	Annual Report on Faculty Resignations	9	3.25	2.40	3.86	2.86	4.33	1.83	2.83	3.22	1.14

EXHIBIT 4-1 (Continued)
COSTS AND VALUES OF IOWA BOARD OF REGENTS GOVERNANCE REPORTS, AS REPORTED BY IOWA REGENT INSTITUTION STAFF MEMBERS AND BOARD OFFICE STAFF MEMBERS

#	REPORT	# Resp	COSTS (Means)		VALUES (Means)				COMPOSITE AVERAGE		VALUE/COST RATIO
			Institutional Staff	Board Staff	Regents	State Leaders	Institutional Leaders	Others	COSTS	VALUE	
			2a	2b	2c	2d	2e	2f			
85	Annual Report on Performance Indicators	17	3.86	3.83	4.15	3.08	3.73	2.20	3.85	3.29	0.86
86	Quarterly Investment and Cash Management Reports	5	3.00	3.20	3.80	2.60	3.40	2.60	3.10	3.10	1.00
87	Affiliated Organization Reports	5	2.40	2.80	3.40	2.40	2.60	2.40	2.60	2.70	1.04
88	Iowa State Center Annual Report	5	3.50	2.75	2.00	1.00	1.75	1.00	3.13	1.44	0.46
89	ISU Research Foundation	5	2.75	2.25	3.25	1.75	2.50	1.75	2.50	2.31	0.93
90	ISU Alumni Association	5	2.50	2.50	3.00	1.75	1.75	1.75	2.50	2.06	0.83
91	ISU Foundation	4	2.33	2.33	3.00	2.00	2.00	2.00	2.33	2.25	0.96
92	ISU Memorial Union	5	1.80	1.80	3.00	1.60	2.40	1.60	1.80	2.15	1.19
93	ISU Research Park	4	3.00	2.25	3.25	2.25	2.50	2.00	2.63	2.50	0.95
94	ISU Agricultural Foundation	4	2.00	2.33	3.25	2.50	2.50	2.50	2.17	2.69	1.24
95	SUI Research Foundation	4	2.25	2.25	3.25	2.25	2.50	2.25	2.25	2.56	1.14
96	SUI Facilities Corporation	3	2.33	2.67	3.33	2.33	2.33	2.33	2.50	2.58	1.03
97	SUI Foundation	3	2.33	2.67	3.33	2.33	2.33	2.33	2.50	2.58	1.03
98	SUI Alumni Association	3	2.33	2.67	3.33	2.33	2.33	2.33	2.50	2.58	1.03
99	SUI Student Publications, Inc.	3	2.33	2.67	3.33	2.33	2.33	2.33	2.50	2.58	1.03
100	SUI Oakdale Research Park	4	2.25	2.25	3.25	2.25	2.50	2.25	2.25	2.56	1.14
101	UNI Alumni Association	4	1.75	2.25	3.25	2.50	2.50	2.00	2.00	2.56	1.28
102	UNI Foundation	3	2.00	2.33	3.67	2.33	2.33	2.00	2.17	2.58	1.19
103	ISU 4-H Foundation	3	2.33	2.33	3.00	2.00	2.00	2.00	2.33	2.25	0.96

Source: MGT Survey of Institutional and Board Office Staff, July 2002.

In general, reports that require a high level of effort from institutional staff also make similar demands on Board Office staff. Among the exceptions to this pattern are the various monthly and final reports on legislation, which Board Office staff typically identified as requiring more effort than institutional staff, and the *UIHC to Board of Regents as Hospital Trustees* reports, for which the reverse was true. However, the number of respondents rating these particular reports was fairly low, so differences between the two groups may not necessarily be reliable estimates.

4.3 Perceived Benefits

Paired with the estimate of costs was an assessment of perceived value or benefit to each of four potential audiences. It is important to note that the resulting value measures represent the perceptions of institutional and Board staff members, and not members of the particular audience (e.g., institutional and Board Office staff reported on the relative value of a report to the Regents rather than the Board members themselves).

As also reported in Exhibit 4-1, among the reports that are thought to be most valuable are the *UIHC to Board of Regents as Hospital Trustees* reports (#26, #46, and #81), the *Annual Report on Graduation and Retention Rates* (Report #70), and the *Proposals for Legislative Program* (Reports 67 and 79). The UIHC reports were thought to be the most valuable reports for each of the four individual groups of audiences we asked about. Those perceived to have a relatively lower value include the *Iowa State University Stanton Memorial Carillon* report (#50), the *Iowa State Center Annual Report* (#88), and the report of the *Iowa State University Committee for Agricultural Development* (#33).

4.4 Value-Cost Ratios

To tie the cost and value information together, a ratio of value to cost was calculated for each of the governance reports. The results of these calculations are listed in the final column of Exhibit 4-1.

Reports whose ratio score is greater than 1.0 are perceived to have a relative value greater than their relative cost, with the higher ratios representing the best bargains. When the ratio falls significantly below 1.0, the report can be considered as being potentially too costly to produce relative to its perceived value.

Of the 103 governance reports included in Exhibit 4-1, 40 have a value-cost ratio greater than 1.0. The report with the highest ratio is the *Annual Report on Family Practice Residency Program* (Report #10), for which the value-to-cost ratio is 1.86. *The UIHC to Board of Regents as Hospital Trustees* reports (Reports 26, 46, and 81) and several of the monthly and final *Reports on the Legislative Session* (Reports 1, 2, 3, and 30) followed, with ratios ranging from 1.29 to 1.50. These reports, then, may be considered the most valuable relative to their cost of production, as reported by institutional and Board Office staff.

The report with the lowest value-cost ratio (0.54) is the *Iowa State Center Annual Report* (Report #88), followed by the *Annual Internal Audit Plans* report (Report #38). These reports may provide the least return on effort invested among of the 103 governance reports listed.

4.5 Graphic Analysis

Another way to compare the relative cost and value of each governance report is to examine the scattergram shown as Exhibit 4-2. The average relative cost and value scores for each report are plotted as a single point on the graph. Superimposed on the scattergram are lines representing the median for both the average cost scores and the average value scores. Using these lines as a point of reference, the graph might be interpreted as follows:

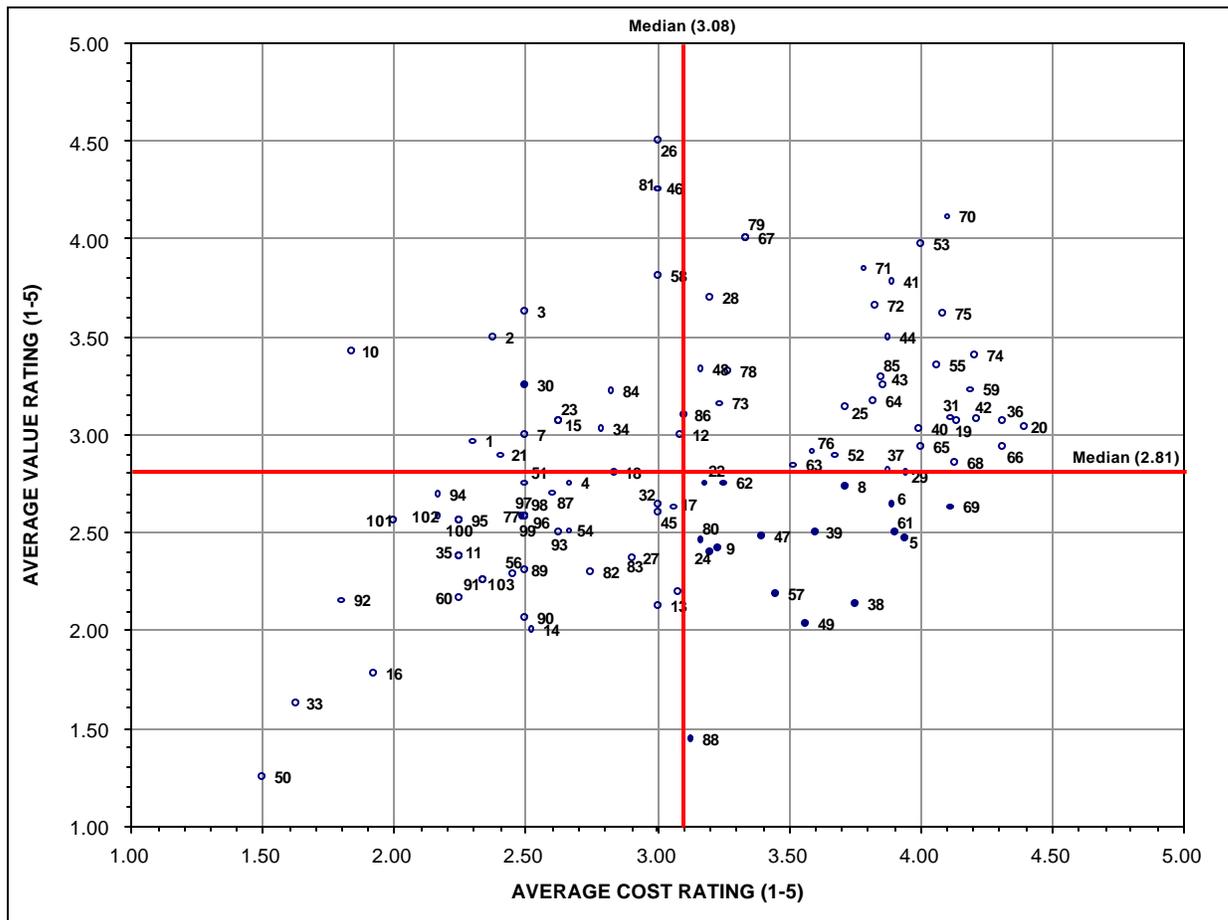
- Reports that fall in the *upper left-hand corner* have a relatively high value rating along with a relatively low cost. Reports in this quadrant would be expected to be the least problematic to the respondents.
- Reports in the *upper right-hand corner* also have relatively high value but come at a relatively high cost. These reports should be evaluated to see if less time-consuming approaches can be developed for reporting the data without loss of information.
- Reports in the *lower left-hand corner* have both a lower value and a lower cost. Efforts should be made to see if the value of each of these reports can be enhanced without increasing the reporting cost.
- Reports in the *lower right-hand corner* suffer from low relative value and high cost to produce. Absent significant modification or external requirement, these reports should be considered for elimination.

Admittedly, this graphic analysis has its limitations and should not be used as the sole device in determining the fate of the various reports. However, it does serve to focus attention on those reports where the most attention should be focused.

As displayed in Exhibit 4-2, seventeen of 103 reports fall within the lower-right quadrant. These reports have the highest cost as compared to their perceived value. Of these 17 reports, that with the lowest average value rating is the *Iowa State Center Annual Report* (Report #88), although its mean cost rating was almost exactly at the median for all reports. The *Annual Report on Deferred Maintenance* (Report #69) has the highest average cost rating among these 16 reports, although it is only slightly below the median average-value score.

Fourteen of the 103 governance reports fall within the upper-left quadrant and may be considered high-value/low-cost. Exhibit 4-2 shows that the majority (71%) of the 103 governance reports depicted fall neither within the high-cost/low-value quadrant (lower-right) nor the high-value/low-cost quadrant (upper-left).

**EXHIBIT 4-2
 COST-VALUE ANALYSIS OF IOWA BOARD OF REGENT GOVERNANCE REPORTS
 BASED ON JULY 2002 SURVEY OF REGENT INSTITUTION
 AND BOARD OFFICE STAFF**



Note: See Exhibit 41 for a list of report names associated with the report numbers depicted in this exhibit.

Source: MGT Survey of Institutional and Board Office Staff, July 2002.

4.6 Proposed Changes

In addition to identifying potential candidates for change or elimination through use of the graphic analysis above, the survey also explicitly asked for the respondents to select from among several potential changes to each report. The options were:

- Eliminate
- Combine with another report
- Condense
- Refocus

- Submit less frequently
- Make no changes

The percentage of respondents selecting each potential action is shown in Exhibit 4-3. Within this analysis, the number of respondents (the denominator in the percentages) represents the number of respondents that made any indications within this section of the survey (Question 3). As respondents were able to select more than one proposed action, the sum of the responses exceeds 100 percent in some cases. Within these data, we observe that:

- A majority of respondents selected “make no changes” for 48 of the 103 reports listed.
- In select other instances, a majority of respondents proposed to “condense” (8 reports), “refocus” (5 reports), or “combine with another report” (2 reports).
- In no case did a majority of respondents propose to “eliminate” a report or “submit less frequently.”

While overwhelming support was voiced for relatively few of these specific proposed changes for specific reports, it is evident that a significant degree of interest exists in exploring changes of some form. This is illustrated by the fact that at least one-third of respondents favored at least one of the five types of changes in over half of the reports (60 of the 103 reports). This suggests that staff perceive that reports could be developed more efficiently, but may be in disagreement as to the best means of accomplishing this goal.

**EXHIBIT 4-3
 PROPOSED ACTIONS ON IOWA BOARD OF REGENTS GOVERNANCE REPORTS
 BASED ON JULY 2002 SURVEY OF REGENT INSTITUTION
 AND BOARD OFFICE STAFF**

#	REPORT	# Resp	PROPOSED CHANGES (% of Respondents)					
			Eliminate 3a	Combine 3b	Condense 3c	Refocus 3d	Δ Freq 3e	No Chg 3f
1	Report on Governor's Budget	3	-	-	33.3%	-	-	66.7%
2	Monthly Report on the Legislative Session (January)	4	-	25.0%	-	-	-	75.0%
3	Monthly Report on the Legislative Session (February)	3	-	-	-	-	-	100.0%
4	UIHC to Board of Regents as Hospital Trustees	3	-	-	33.3%	33.3%	-	33.3%
5	Annual Report and Ten-Year Plan of the Residence Systems	8	-	-	75.0%	37.5%	-	25.0%
6	Proposed Residence System Rates	7	-	-	14.3%	-	-	85.7%
7	Monthly Report on the Legislative Session (March)	2	-	-	-	-	-	100.0%
8	Spring Enrollment Report	7	-	-	71.4%	-	-	28.6%
9	Annual Report on International Agreements	10	10.0%	-	40.0%	40.0%	20.0%	30.0%
10	Annual Report on Family Practice Residency Program	2	-	-	-	-	-	100.0%
11	SUI Measurement Research Foundation	3	-	33.3%	-	-	-	66.7%
12	Quarterly Investment and Cash Management Report	6	-	-	33.3%	-	16.7%	66.7%
13	Parking Rates (all universities)	6	16.7%	-	16.7%	-	-	66.7%
14	Annual Privatization Report	6	33.3%	16.7%	-	16.7%	-	50.0%
15	Monthly Report on Legislation (April)	2	-	-	-	-	-	100.0%
16	Semi-Annual Master Lease Report	7	28.6%	14.3%	-	-	28.6%	28.6%
17	Approval of Residence Rates	5	-	-	20.0%	-	-	80.0%
18	Report on Cooperation/Collaboration (Biennial)	6	16.7%	-	33.3%	16.7%	16.7%	50.0%
19	Annual Report on Faculty Activities	12	-	-	66.7%	41.7%	8.3%	41.7%
20	Preliminary Operating Budgets	11	27.3%	-	27.3%	9.1%	-	36.4%
21	Annual Report on Regional Study Centers	6	-	16.7%	33.3%	-	16.7%	66.7%
22	Budget Adjustments - Current Year	7	14.3%	28.6%	14.3%	14.3%	-	42.9%
23	Monthly Report on Legislative Session (May)	3	-	-	-	-	-	100.0%
24	Annual Report on Child Care	7	-	14.3%	14.3%	28.6%	28.6%	28.6%
25	Allocation of Designated Tuition and Fees	4	-	-	50.0%	25.0%	-	25.0%
26	UIHC to Board of Regents as Hospital Trustees	2	-	-	-	50.0%	-	50.0%
27	Report on Faculty Consulting Activities - Biennial	5	-	-	-	20.0%	-	80.0%
28	P & S Pay Plans	5	-	20.0%	-	-	-	80.0%
29	Preliminary Operating Budgets	10	10.0%	-	40.0%	20.0%	-	40.0%
30	Final Report on Legislative Session	3	-	-	-	-	-	100.0%
31	Annual Capital Program	7	-	42.9%	14.3%	28.6%	-	57.1%
32	Unit Cost Study - Biennial/Interim	7	14.3%	-	14.3%	57.1%	-	42.9%
33	ISU Committee for Agricultural Development	4	50.0%	-	-	-	-	50.0%
34	Quarterly Investment and Cash Management Report	7	-	-	42.9%	-	-	57.1%
35	Iowa School for the Deaf Foundation Report	2	-	50.0%	-	-	-	50.0%
36	Preliminary Requests for Operating and Capital Appropriations	5	-	20.0%	40.0%	60.0%	20.0%	20.0%
37	Preliminary Five-Year Capital Program	8	-	62.5%	25.0%	37.5%	-	25.0%
38	Annual Internal Audit Plans	8	-	-	50.0%	37.5%	-	50.0%
39	Institutional Roads Program (6-year)	7	14.3%	14.3%	28.6%	14.3%	-	42.9%
40	Final Operating Budgets for Current Fiscal Year	8	12.5%	12.5%	12.5%	12.5%	-	62.5%
41	Annual Study on Tuition Policies and Rates	9	-	-	22.2%	11.1%	-	77.8%
42	Annual Student Financial Aid Report	7	14.3%	-	57.1%	42.9%	-	28.6%
43	Final Requests for Operating and Capital Appropriations	5	-	-	40.0%	40.0%	-	40.0%
44	Final Five-Year Capital Program	7	-	42.9%	14.3%	28.6%	-	28.6%
45	Budget Adjustments - Current Year	5	-	20.0%	40.0%	20.0%	20.0%	40.0%
46	UIHC to Board of Regents as Hospital Trustees	0	-	-	-	-	-	-
47	Annual Report on Phased and Early Retirement Programs	11	18.2%	27.3%	36.4%	18.2%	-	18.2%
48	Annual Investment and Cash Management Program	5	-	-	20.0%	-	-	80.0%
49	Annual Energy Conservation Report	7	42.9%	14.3%	14.3%	57.1%	14.3%	14.3%
50	ISU Stanton Memorial Carillon	3	33.3%	-	-	-	-	33.3%
51	ISD Foundation	3	-	33.3%	33.3%	-	-	33.3%
52	Institutional Reports on Program Review/Outcomes Assessment	7	-	-	28.6%	14.3%	14.3%	57.1%

EXHIBIT 4-3 (Continued)
PROPOSED ACTIONS ON IOWA BOARD OF REGENTS GOVERNANCE REPORTS
BASED ON JULY 2002 SURVEY OF REGENT INSTITUTION
AND BOARD OFFICE STAFF

#	REPORT	# Resp	PROPOSED CHANGES (% of Respondents)					
			Eliminate 3a	Combine 3b	Condense 3c	Refocus 3d	Δ Freq 3e	No Chg 3f
53	Final Approval of Tuition Rates & Mandatory Fees	7	-	-	42.9%	-	-	57.1%
54	Annual Report of Registrar's and Admissions Officers	2	-	-	-	-	-	100.0%
55	Fall Enrollment Report - Part I	7	-	14.3%	57.1%	28.6%	-	42.9%
56	Semi-Annual Master Lease Report	7	14.3%	-	-	-	42.9%	42.9%
57	Annual Regents Merit System Report	5	20.0%	20.0%	20.0%	20.0%	-	40.0%
58	Proposals for Legislative Program	4	-	-	25.0%	-	-	75.0%
59	Annual Salary Report	11	-	-	45.5%	27.3%	-	45.5%
60	Annual Committee on Educational Relations Report	3	-	-	-	-	-	100.0%
61	Comprehensive Fiscal Report for Previous Year	5	20.0%	-	20.0%	-	-	60.0%
62	Annual Report of Libraries	4	-	-	50.0%	50.0%	-	50.0%
63	Annual Distance Education Report	6	16.7%	-	16.7%	-	-	66.7%
64	Preliminary Review of Institutional Strategic Plans	7	14.3%	-	-	14.3%	-	71.4%
65	Fall Enrollment Report - Part II	9	-	11.1%	66.7%	22.2%	-	33.3%
66	Annual Purchasing Report	7	-	-	42.9%	71.4%	-	28.6%
67	Proposals for Legislative Program	2	-	-	-	-	-	100.0%
68	Annual Fire and Environmental Safety Report	6	-	-	50.0%	33.3%	-	50.0%
69	Annual Report on Deferred Maintenance	7	-	-	57.1%	57.1%	-	14.3%
70	Annual Report on Graduation and Retention Rates	4	-	-	25.0%	-	-	75.0%
71	Annual Report on Technology Transfer	7	-	-	42.9%	14.3%	-	42.9%
72	Annual Report on Fringe Benefits	5	-	-	20.0%	20.0%	-	80.0%
73	Final Review of Institutional Strategic Plans	9	11.1%	-	11.1%	11.1%	-	66.7%
74	Annual Report on Diversity	6	-	16.7%	16.7%	16.7%	-	66.7%
75	Annual Affirmative Action Employment Report	5	-	20.0%	20.0%	20.0%	20.0%	60.0%
76	Annual Targeted Small Business Report	9	11.1%	-	-	33.3%	-	55.6%
77	Regents Minority/Women Educators' Enhancement Program	6	16.7%	33.3%	-	16.7%	16.7%	33.3%
78	Annual Report on Faculty Tenure	10	-	-	20.0%	20.0%	-	80.0%
79	Proposals for Legislative Program	2	-	-	50.0%	-	-	50.0%
80	Radio Station Reports (Biennial)	6	16.7%	16.7%	33.3%	-	16.7%	33.3%
81	UIHC to Board of Regents as Hospital Trustees	0	-	-	-	-	-	-
82	Request for Professional Development Assignments	7	14.3%	-	42.9%	28.6%	-	42.9%
83	Annual Report of Professional Development Assignments	9	22.2%	-	55.6%	22.2%	-	33.3%
84	Annual Report on Faculty Resignations	7	-	14.3%	14.3%	-	-	71.4%
85	Annual Report on Performance Indicators	12	16.7%	-	8.3%	8.3%	-	66.7%
86	Quarterly Investment and Cash Management Reports	5	-	-	20.0%	-	20.0%	60.0%
87	Affiliated Organization Reports	4	-	-	25.0%	-	-	75.0%
88	Iowa State Center Annual Report	3	33.3%	-	-	33.3%	-	33.3%
89	ISU Research Foundation	5	-	40.0%	20.0%	-	20.0%	40.0%
90	ISU Alumni Association	5	-	40.0%	20.0%	-	20.0%	40.0%
91	ISU Foundation	4	-	50.0%	25.0%	-	25.0%	25.0%
92	ISU Memorial Union	5	-	40.0%	20.0%	-	-	60.0%
93	ISU Research Park	4	-	50.0%	25.0%	-	-	50.0%
94	ISU Agricultural Foundation	4	-	50.0%	25.0%	-	-	50.0%
95	SUI Research Foundation	4	-	25.0%	-	-	-	75.0%
96	SUI Facilities Corporation	3	-	33.3%	-	-	-	66.7%
97	SUI Foundation	3	-	33.3%	-	-	-	66.7%
98	SUI Alumni Association	3	-	33.3%	-	-	-	66.7%
99	SUI Student Publications, Inc.	3	-	33.3%	-	-	-	66.7%
100	SUI Oakdale Research Park	4	-	25.0%	-	-	-	75.0%
101	UNI Alumni Association	2	-	50.0%	-	-	-	50.0%
102	UNI Foundation	2	-	50.0%	-	-	-	50.0%
103	ISU 4-H Foundation	3	-	66.7%	33.3%	-	-	33.3%

Source: MGT Survey of Institutional and Board Office Staff, July 2002.

4.7 Additional Comments

The final part of the survey provided the opportunity for respondents to provide any additional comments they wanted to be considered in the analysis. As we found during our interviews, the comments were generally constructive and usually serve to amplify one or more of the forced response items earlier in the survey. Appendix B lists those additional comments that can be classified as “general comments,” and Appendix C lists comments that are specific to a particular report.

5.0 FINDINGS AND RECOMMENDATIONS

5.0 FINDINGS AND RECOMMENDATIONS

5.1 Range of Potential Recommendations

The purpose of this component of the Phase II organizational review was to develop recommendations for how to maintain or enhance the value of the current package of governance reports while reducing the time and cost required to prepare the reports. The focus was on identifying individual reports that do not appear to satisfactorily serve the needs of the Regents. In other words, the objective is to improve the benefit-to-cost ratio of selected reports.

The Regents can pursue a number of different strategies to achieve this objective. Categories of potential strategies, in descending order of payback, include:

- Eliminate a report. This approach should be considered in instances where the report has relatively little perceived value to the Regents or other key stakeholders and where the report is not required by an external agency.
- Combine a report with another report. This approach can apply when there are two or more governance reports that are closely related and whose reporting schedules can coincide. Other opportunities may exist to combine a Regents' governance report with an existing report to an external agency.
- Condense a report. This approach is most promising where a report has a relatively high perceived value, but also requires a relatively high effort to produce. The key is to identify time-consuming components of the report that have relatively little perceived value, such as where the same information is sorted in numerous different ways that have little policy importance.
- Refocus a report. This approach should be pursued in instances where the report is relatively inexpensive to produce, but has less than desired value. In particular, reports that are required by law may fit this description. A report can be refocused through modification of points covered or a change in the mix of narrative and statistical information.
- Submit a report less frequently. Some topics covered by reports are slow to change. In such instances, the less frequent reporting strategy may lead to cost savings without significant loss of value.

In many cases, of course, the appropriate strategy will be to make no changes where the value-cost ratio for a report is already satisfactory.

5.2 Reports Recommended for Detailed Evaluation

The major challenge in analyzing and/or taking action to improve the governance reports comes from the sheer number and diversity of the reports. No single across-the-board action is likely to have the desired payoff. Instead, benefits will come from making individualized changes to each report on a “target list” of problematic reports.

The analyses reported in the preceding chapters provide the tools to develop such a “target list” of reports that appear to be the most problematic. That is, they have some combination of having:

- A relatively high cost to produce
- A relatively low perceived value to the Regents and/or other stakeholders
- An unacceptably low value-to-cost ratio
- A relatively high incidence of recommendations for change.

In Exhibit 5-1, we provide a list of those current governance reports that meet one or more of the trigger points listed above. In this exhibit, we have flagged reports whose cost, value, or value-cost ratio was greater than one standard deviation from the mean score of all reports in an unfavorable direction. Similarly, we also flagged reports where the percentage of respondents recommending change exceeded one standard deviation over the mean score of all reports. That is, reports that were flagged are those that had excessively high costs, low values, low value-cost ratios, and/or a significant percentage of respondents recommending change.

EXHIBIT 5-1
GOVERNANCE REPORTS RECOMMENDED
FOR MORE DETAILED EVALUATION

#	REPORT	REPORT FLAGS ^A				
		COST (C)	VALUE (V)	RATIO: V/C	NEEDS CHANGE ^B	SUM
5	Annual Report and Ten-Year Plan of the Residence Systems	✓		✓	✓	3
49	Annual Energy Conservation Report		✓	✓	✓	3
66	Annual Purchasing Report	✓		✓	✓	3
69	Annual Report on Deferred Maintenance	✓		✓	✓	3
6	Proposed Residence System Rates	✓		✓		2
13	Parking Rates (all universities)		✓	✓		2
19	Annual Report on Faculty Activities	✓			✓	2
20	Preliminary Operating Budgets	✓		✓		2
29	Preliminary Operating Budgets	✓		✓		2
36	Preliminary Requests for Operating and Capital Appropriations	✓		✓		2
37	Preliminary Five-Year Capital Program	✓			✓	2
38	Annual Internal Audit Plans		✓	✓		2
42	Annual Student Financial Aid Report	✓			✓	2
50	ISU Stanton Memorial Carillon		✓		✓	2
57	Annual Regents Merit System Report		✓	✓		2
61	Comprehensive Fiscal Report for Previous Year	✓		✓		2
65	Fall Enrollment Report - Part II	✓			✓	2
68	Annual Fire and Environmental Safety Report	✓		✓		2
83	Annual Report of Professional Development Assignments		✓		✓	2
88	Iowa State Center Annual Report		✓	✓		2
90	ISU Alumni Association		✓		✓	2

^A Reports are flagged if their score within the specific category falls more than one standard deviation above or below the mean score of all reports in an adverse direction. All reports that were flagged in 2 or more categories were included in this exhibit.

^B Refers to Question 3 of the survey which inquired whether report should be changed.

5.3 Recommended Process for Immediate Review

The ultimate judge of whether the value of a report justifies its cost, of course, is the Board itself. Therefore, we propose a process for streamlining the governance reports that starts – and ends – with action by the Regents. We recommend the following four steps:

Step 1: Confirm or Amend the Short List of Reports. The Board of Regents, perhaps operating through its Organizational Review Oversight Committee, should review the list presented in Exhibit 5-1 above and confirm that the identified reports are priorities for a more detailed review. If there are instances where the Regents place higher value on a report than currently perceived, such a report should be dropped from the list. Also, reports should be added to the list upon request of a Regent.

Step 2: Evaluate Specific Shortcomings of Each Selected Report. Once the short list of reports has been confirmed, the Board Office staff member who

is currently designated as the report coordinator for each identified report should be charged with undertaking a detailed review in consultation with appropriate institutional staff. In particular, the review should be structured to address the findings summarized in Exhibit 5-1 and elsewhere in this report (e.g., high cost, low value, etc.). Appendix D provides a starting point of summary information for those reports that appeared in the high-cost, low value quadrant of Exhibit 4-2, including report-specific comments.

Step 3: Propose Specific Changes to Each Selected Report. Based on a more in-depth analysis of the identified reports, specific changes should be recommended by the report coordinator. In particular, the proposed change should yield the highest feasible payoff from the list of potential changes described under section 5.1 above. That is, the first consideration should be given to report elimination, then to combination with other reports, etc.

Step 4: Adopt Recommended Changes. The Board of Regents should review the proposed specific changes and adopt the proposal for each report as it deems appropriate.

5.4 Recommended Process for Maintenance of Governance Reports

While implementation of the above steps will lead to immediate improvements in the system of governance reports, history has shown a natural tendency for the priorities for information to change over time and the cost and effort to produce reports to escalate. Therefore, we offer a recommendation for maintaining the effectiveness and efficiency of the governance reporting process.

The key element of the maintenance strategy is a formal, periodic review process. Rather than review all 100+ reports at once, we recommend that a schedule be developed by Board Office staff that lays out expiration dates for each report. The first reports should begin to be reviewed in approximately three years, with all reports being reviewed within four years following the initial review. Thereafter, each report should be reviewed on a four-year cycle. The periodic reviews should involve the Board Office report coordinator and his or her counterparts at the institutions. Related reports should be grouped together in the review cycle to permit full examination of overlap and opportunities for consolidation.

A second element of the maintenance strategy is a more rigorous process to modify existing governance reports outside the recommended four-year review cycle. We recommend that each *significant* modification to an existing governance report, which would increase the reporting burden, be approved by the executive director. When the report coordinator on the Board Office staff initiates a recommendation for a modification, it should be shared with institutional personnel for review and comment before the executive director takes action. The intent of this part of the maintenance strategy is to rein in the ever-escalating length of the governance reports.

5.5 Closing Observation

The system of governance reports has served the Regents well in recent years, and represents an appropriate strategy for keeping Board members informed on a variety of policy issues. The individual reports are professionally prepared, and institutional and Board Office staff who develop the reports deserve commendation for their efforts. Nonetheless, the dynamic environment of American higher education demands that reporting requirements be updated periodically. Our recommendations are intended to build on the strength of the current governance reporting process and further refine the system to yield even greater overall value at a lower overall cost.

APPENDICES

APPENDIX A:

**APPENDIX A
GOVERNANCE REPORT COMPOSITION DETAIL**

#	REPORT	MONTH PUBLISHED	2001 REPORT SPECS		# OF PAGES BY YEAR		
			%-TEXT	%-DATA	2000	2001	2002
1	Report on Governor's Budget	January	100%	0%	2	1	2
2	Monthly Report on the Legislative Session (January)	January	100%	0%	2	1	2
3	Monthly Report on the Legislative Session (February)	February	100%	0%	6	4	3
4	UIHC to Board of Regents as Hospital Trustees	February	N/A	N/A	N/A	N/A	N/A
5	Annual Report and Ten-Year Plan of the Residence Systems	March	60%	40%	27	33	34
6	Proposed Residence System Rates	March	50%	50%	4	17	13
7	Monthly Report on the Legislative Session (March)	March	100%	0%	8	4	2
8	Spring Enrollment Report	March	20%	80%	27	34	42
9	Annual Report on International Agreements	March	35%	65%	17	26	22
10	Annual Report on Family Practice Residency Program	March	40%	60%	4	12	5
11	SUI Measurement Research Foundation	March	N/A	N/A	N/A	N/A	N/A
12	Quarterly Investment and Cash Management Report	March	N/A	N/A	N/A	N/A	N/A
13	Parking Rates (all universities)	March	N/A	N/A	N/A	N/A	N/A
14	Annual Privatization Report	April	N/A	N/A	N/A	N/A	N/A
15	Monthly Report on Legislation (April)	April	100%	0%	14	4	9
16	Semi-Annual Master Lease Report	April	100%	0%	1	1	1
17	Approval of Residence Rates	April	40%	60%	12	12	12
18	Report on Cooperation/Collaboration (Biennial)	April	N/A	N/A	N/A	BIENNIAL	17
19	Annual Report on Faculty Activities	May	50%	50%	34	41	41
20	Preliminary Operating Budgets	May	100%	0%	42	21	12
21	Annual Report on Regional Study Centers	May	80%	20%	21	24	19
22	Budget Adjustments - Current Year	May	N/A	N/A	N/A	N/A	N/A
23	Monthly Report on Legislative Session (May)	May	80%	20%	9	7	3
24	Annual Report on Child Care	May	80%	20%	19	14	12
25	Allocation of Designated Tuition and Fees	May	30%	70%	24	13	13
26	UIHC to Board of Regents as Hospital Trustees	May	N/A	N/A	N/A	N/A	N/A
27	Report on Faculty Consulting Activities - Biennial	May	25%	75%	BIENNIAL	42	BIENNIAL
28	P & S Pay Plans	May	N/A	N/A	N/A	N/A	N/A
29	Preliminary Operating Budgets	June	90%	10%	81	32	16
30	Final Report on Legislative Session	June	90%	10%	2	5	2
31	Annual Capital Program	June	25%	75%	18	18	19
32	Unit Cost Study - Biennial/Interim	June	90%	10%	6	6	7
33	ISU Committee for Agricultural Development	June	N/A	N/A	N/A	N/A	N/A
34	Quarterly Investment and Cash Management Report	June	N/A	N/A	N/A	N/A	N/A
35	Iowa School for the Deaf Foundation Report	June	N/A	N/A	N/A	N/A	N/A
36	Preliminary Requests for Operating and Capital Appropriations	July	70%	30%	45	48	24
37	Preliminary Five-Year Capital Program	July	30%	70%	17	19	23
38	Annual Internal Audit Plans	July	N/A	N/A	N/A	N/A	N/A
39	Institutional Roads Program (6-year)	July	35%	65%	7	7	6
40	Final Operating Budgets for Current Fiscal Year	July	55%	45%	67	108	92
41	Annual Study on Tuition Policies and Rates	September	50%	50%	55	57	N/A
42	Annual Student Financial Aid Report	September	50%	50%	62	68	N/A
43	Final Requests for Operating and Capital Appropriations	September	75%	25%	64	48	N/A
44	Final Five-Year Capital Program	September	30%	70%	13	14	N/A
45	Budget Adjustments - Current Year	September	N/A	N/A	N/A	N/A	N/A
46	UIHC to Board of Regents as Hospital Trustees	September	N/A	N/A	N/A	N/A	N/A
47	Annual Report on Phased and Early Retirement Programs	September	80%	20%	8	8	N/A
48	Annual Investment and Cash Management Program	September	N/A	N/A	N/A	N/A	N/A
49	Annual Energy Conservation Report	September	80%	20%	12	18	N/A
50	ISU Stanton Memorial Carillon	September	N/A	N/A	N/A	N/A	N/A
51	ISD Foundation	September	N/A	N/A	N/A	N/A	N/A
52	Institutional Reports on Program Review/Outcomes Assessment	September	100%	0%	18	37	N/A
53	Final Approval of Tuition Rates & Mandatory Fees	October	N/A	N/A	N/A	N/A	N/A
54	Annual Report of Registrar's and Admissions Officers	October	100%	0%	2	3	N/A
55	Fall Enrollment Report - Part I	October	10%	90%	86	71	N/A
56	Semi-Annual Master Lease Report	October	N/A	N/A	N/A	N/A	N/A
57	Annual Regents Merit System Report	October	90%	10%	5	3	N/A
58	Proposals for Legislative Program	October	100%	0%	4	5	N/A
59	Annual Salary Report	October	40%	60%	8	8	N/A
60	Annual Committee on Educational Relations Report	October	100%	0%	3	3	N/A
61	Comprehensive Fiscal Report for Previous Year	October	60%	40%	44	43	N/A
62	Annual Report of Libraries	October	100%	0%	7	7	N/A
63	Annual Distance Education Report	October	50%	50%	41	46	N/A

#	REPORT	MONTH PUBLISHED	2001 REPORT SPECS		# OF PAGES BY YEAR		
			%-TEXT	%-DATA	2000	2001	2002
64	Preliminary Review of Institutional Strategic Plans	November	70%	30%	152	126	N/A
65	Enrollment Report - Part II	November	60%	40%	24	20	N/A
66	Annual Purchasing Report	November	80%	20%	27	39	N/A
67	Proposals for Legislative Program	November	100%	0%	1	5	N/A
68	Governance Report on Fire and Environmental Safety	November	90%	10%	12	12	N/A
69	Governance Report on Deferred Maintenance	November	40%	60%	17	22	N/A
70	Annual Report on Student Retention and Graduation Rates	November	10%	90%	19	39	N/A
71	Annual Report on Economic Development and Technology Transfer	November	90%	10%	111	130	N/A
72	Annual Report on Fringe Benefits	November	40%	60%	16	8	N/A
73	Final Review of Institutional Strategic Plans	December	90%	10%	37	N/A	N/A
74	Annual Report on Diversity	December	70%	30%	17	N/A	N/A
75	Annual Affirmative Action Employment Report	December	70%	30%	8	N/A	N/A
76	Annual Targeted Small Business Report	December	N/A	N/A	N/A	N/A	N/A
77	Annual Report on Regents Minority and Women Educators Enhancement Program	December	70%	30%	9	N/A	N/A
78	Annual Report on Faculty Tenure	December	40%	60%	21	N/A	N/A
79	Proposals for Legislative Program	December	100%	0%	3	N/A	N/A
80	Radio Station Reports (Biennial)	December	N/A	N/A	BIENNIAL	N/A	N/A
81	UIHC to Board of Regents as Hospital Trustees	December	N/A	N/A	N/A	N/A	N/A
82	Request for Professional Development Assignments	December	80%	20%	7	N/A	N/A
83	Annual Report of Professional Development Assignments	December	70%	30%	10	N/A	N/A
84	Annual Report on Faculty Resignations	December	50%	50%	19	N/A	N/A
85	Annual Report on Performance Indicators	December	40%	60%	122	N/A	N/A
86	Quarterly Investment and Cash Management Report	December	N/A	N/A	N/A	N/A	N/A
87	<i>Affiliated Organization Reports (sum)</i>	<i>December</i>	<i>100%</i>	<i>0%</i>	<i>14</i>	<i>N/A</i>	<i>N/A</i>
88	Iowa State Center Annual Report	December	N/A	N/A	N/A	N/A	N/A
89	ISU Research Foundation	December	100%	0%	1	N/A	N/A
90	ISU Alumni Association	December	100%	0%	1	N/A	N/A
91	ISU Foundation	December	100%	0%	1	N/A	N/A
92	ISU Memorial Union	December	100%	0%	1	N/A	N/A
93	ISU Research Park	December	N/A	N/A	N/A	N/A	N/A
94	ISU Agricultural Foundation	December	100%	0%	1	N/A	N/A
95	SUI Research Foundation	December	100%	0%	1	N/A	N/A
96	SUI Facilities Corporation	December	100%	0%	1	N/A	N/A
97	SUI Foundation	December	100%	0%	1	N/A	N/A
98	SUI Alumni Association	December	100%	0%	1	N/A	N/A
99	SUI Student Publications, Inc.	December	100%	0%	1	N/A	N/A
100	SUI Oakdale Research Park	December	100%	0%	1	N/A	N/A
101	UNI Alumni Association	December	100%	0%	1	N/A	N/A
102	UNI Foundation	December	100%	0%	1	N/A	N/A
103	ISU 4-H Foundation	December	100%	0%	1	N/A	N/A
Total, All Reports*					1,607	1,393	452

*Total for 2001 depicted in Exhibit 2-3 represents the sum of pages for January 2001 through November 2001 reports (1,393) plus the sum of pages for December 2000 reports (267).

APPENDIX B:

APPENDIX B
GENERAL COMMENTS - JULY 2002 IOWA BOR GOVERNANCE REPORTS SURVEY

RESP_ID	COMMENTS
5	1. Many of the reports represent the only exposure of the Board of Regents to an analysis of that area. 2. The Board of Regents Strategic Plan has described an expectation regarding some of the governance reports identified above. 3. All of the reports are reviewed annually with the institutional staff to determine changes/improvements.
6	One month for preliminary and one month for final budgets should be sufficient. Monthly reports during legislative session are frequently out of date by time of Board meeting; suggest preparing just once right before board meeting. It would have been helpful to have a definition of "other users". This matrix would have been more helpful if duplicative reports had been combined and if the report format had been in Excel rather than Word. Institutional leaders already have institutional information - many Board reports of limited value to them, but they are not necessarily the intended audience.
7	1. All the strategic plans were lumped together. There is a major difference of involvement with Board's plan and individual institution's plans. 2. It is not a specific report yet, but Jan 2002 a report on Employment Upon Graduation statistics was given to BOR. Many experts believe this is a good indicator. Question is whether that should be added to another report or become a new regular report.
9	1. UI College of Nursing must submit yearly updates on Faculty Practice Plan (other colleges do not) 2. Reports requested well before Board and institutional deadlines; Board staff goes directly to person in charge of report so there is little central coordination. Reports are scrutinized and many additional questions submitted for additional response. 3. Regents have stated that they are eliminating two meetings (December and February) but the January telephonic meeting is now a full fledged meeting and a February telephonic meeting has been put on the calendar so the net number and type of meetings is the same (just different months). 4. Board reluctant to manage schedule so people who need to be present for reports don't know when to come. Much time is wasted.
14	I believe the development of a data warehouse made up of summary counts by all possible grouping variables of interest would then allow reports to be generated at the discrete groups or overall summary groups. This would prevent generating reports that are not utilized. There are numerous enrollment reports submitted that may not be utilized. Enhancing the data warehouse to meet the Regent needs and allowances may be a better approach.
16	Have one indicator report - "the University:". Eliminate second appearance on docket - examples: Preliminary & Final Strategic Plans. People do not read 60 page reports.
18	Report should be reformatted to assist better the Regents in policy formulation.
19	UIHC to Board of Regents as Hospital Trustees - eliminate managed care and non-managed care split; eliminate net revenue by payor. Preliminary Operating Budgets - clarity in directions needed; provided on a modified cash basis versus accrual basis. Preliminary Requests for Operating and Capital Appropriations - timeline is too early; difficult to compile the information in August, it was better when the request was due in October. Annual Report on Family Practice Residency Program - could refocus broadly on the statewide medical education system while retaining the residency program's key accomplishments as part of the report.
21	Phased and Early Retirement Report - Combine with Faculty Resignations
22	No need for preliminary and final strategic plan approval - should appear on docket once only. Combine Phased and Early Retirement Report with Faculty Resignations.
24	Annual Report on Phased and Early Retirement - eliminate or reframe cost savings component; current report does not give true cost savings. Annual Report on Childcare - add a component that describes value added. Annual Regent Merit System Report - refocus and condense based on updated rules and regulations in Merit System and new human resources systems maintaining data.
26	Faculty reports often include information about individuals that is not useful for governance purposes (e.g., schedules of phased retirees, abstracts of developmental leaves). Faculty reports often provide data at a level of detail too minute to comprehend (e.g., tenure report). Note: for reports with input from multiple sources it is difficult to judge overall institutional cost/effort. Also a distinction can be made between reports that require intense effort for selected time periods (e.g., faculty development) and those that require year-round data collection (e.g., faculty resignation).
27	I would suggest one yearly report for affiliated organizations, regardless of each one's fiscal year.
28	The energy conservation report has been presented to the Board for a number of years due to one component of the report which responds to a statutory requirement. Iowa Code §473.12 requires the Board to submit annually to the Department of Natural Resources a status report on projects completed as a result of engineering analyses undertaken at the Regent institutions in 1989. This status report has had decreasing significance over the years due to the amount of time that has passed since the analyses were done (since most projects have been completed), and its relative importance to more significant energy issues in recent years. There is no requirement for the status report to be received by the Board before it is submitted to the Department of Natural Resources. The energy conservation report also includes cost and consumption data, and more recently has addressed budget and legislative issues. Perhaps this information could be presented to the Board as issues warrant, rather than on an annual basis.

RESP_ID	COMMENTS
31	There has been a proliferation of reports and expansion of their contents. The time involved to prepare these is substantial and one wonders how much is really needed for the Regents to carry out their governing authority and for the universities to demonstrate accountability. The Board members themselves need to weigh in on this and help prune this list. Two suggestions on reports that I work directly on: The sequence of reports for budget development hasn't worked for some time. I would reduce it to two reports - Preliminary and Final, scheduled in May & June (June & July) if legislature is slow. Reduce reports on strategic plans to one -- there is no need for a preliminary and final. If Board members have questions or want additional info, we can always include that in the next months agenda. As it is, the "real" final reports are delivered in the month scheduled for preliminary reports.
32	Regents Minority / Women Educator's Enhancement Program - Combine with Annual Report on Diversity
33	Annual Purchasing Report-Suggestions were recently given to Board Office staff, at their request, identifying topics where narrative and tables may no longer be adding value to the report. These are overall minor modifications to the report. The balance of the report would be listed as "make no changes." For all others not identified as direct involvement, my response would be no involvement.
34	I prepare the biennial Regents Radio Report for our group of public radio stations. The effort takes several days of research, compiling and writing. In addition to the value of the Report for the Regents, I find the report valuable for other purposes...it is shared with my staff as a document of achievement and perspective in assessing our work, it serves as a record of accomplishment for institutional leaders, and others who occasionally ask for a comprehensive written review of station activities, and it also serves to provide information to colleagues in the public radio industry when such information is requested. The report can be reformatted easily and edited to suit differing requirements imposed by these needs. I would also say, however, that we also prepare very comprehensive reports for the Corporation for Public Broadcasting, the national funding agency that disperses federal funds to public stations such as ours. Together with my other two Regent radio station colleagues, we have suggested the
37	Annual Audit Plans: The Board of Regents Office (BORO) specifies the entire report format. The BORO then combines and edits the reports of the 3 institutions. Therefore, some of the information we are required to provide may not be needed. Effort is expended by the BORO in editing/combining the reports, an effort that may not add value. Table 1 provides historical audit data. Its format is perhaps not as useful as in the past when audits were done on a cyclic basis. Revising the format and focus of this table might make it more useful. Table 2 would likely be more useful if simplified. Table 3 is useful to Internal Audit and to the institution; no change is needed. Table 4 is simple and okay as is. Table 5 is likely of limited value as the BORO does not specify the specific information required. Therefore, each institution interprets how it will respond. For example - 5a. Does the BORO want total hours of employment for all staff, total hours available for audit work, or something else? 5b. Does
38	Reduce the amount of Board Office just rewriting university information. Just submit the institutional material without all the extra rewriting and less time doing nonproductive analysis and in some cases make work. Consolidate and do more summary of affiliated organizations reports. These do not appear to be actually reviewed. Perhaps a shorter summary or listing.
39	Some of the information in reports is redundant, so reports need to be examined to see which can be combined. Some reports are developed and submitted and refined and resubmitted several times, so the purpose of the reports should be thought out and communicated more accurately. The timing of the reports makes any analysis of the content of the information insignificant, so the purpose of the report, the content of the report and the audience of the report need to be matched to major business events budget preparation, salary review, etc. Stakeholders and contributors of data do not seem to be consulted when data they submit is modified, merged or muted in the Board Office Staff.
42	I have no way of assessing the level of effort required to develop the 3 items I am involved with "relative to all the reports listed" since I have no knowledge of the effort required to develop these many reports. I can say that significant time is expended on the requests we prepare. I would estimate the following staff hours on our reports: Residence System Annual Report-104 hours; Ten Year Plan-56 hours; Residence Rates-68 hours. I would recommend that the Residence System Annual Report be submitted in the fall. The 10 year Plan and Rates should be retained on the current schedule.
44	I color coded the one item that pertains to the Memorial Union, all other responses are N=none.
45	Annual Report on International Agreements = Make every other year, and put the data entry on the web so each PI can enter their own information.
46	Annual Study on Tuition Policies & Rates: "Tuition Revenue Projection" It takes several hours to prepare the requested tables. However, they are not included in the final report; the sections related to revenue projections is based on current year held constant and then multiplied by suggested tuition increase percentage. This amount is then multiplied by the set aside percentage. Neither of the requested tables are needed to do this calculation. Suggest elimination. Unit cost studies: When combined with Annual Study on Tuition Policies & Rates, it is an estimate based on the previous full study. Board Office prepares tables and institutions check/correct. Full unit cost studies require many hours and gathering data from various sources. The current methodology was developed in 1989. Many of the sources of data have changed over time, i.e. financial reporting, which has made it difficult to do. There is much discussion about whether it really does reflect unit cost of instruction. Not sure that each
50	The Annual Report on Childcare includes minimal new information each year. Programs, space and availability are reasonably stable on all campuses. It seems logical to report only new data or changes on a campus that affect the overall picture. This would condense the reports. Also, if reports were less frequent, the data would show more trends in user numbers, space needed to serve waiting lists, etc.

RESP_ID	COMMENTS
51	The Office of International Programs does invest considerable time and effort in collecting and analyzing the data required for the report on International Linkages/Activities and Study Abroad. Administration of various study abroad programs and partnerships/linkages is decentralized at UNI while the data is collected and analyzed centrally by the Office of International Programs. In the past few years the Office of the Registrar has provided some assistance with data analysis yet the process remains laborious. In our view, while the report is essential and should not be eliminated, combined with another report, or submitted less frequently, we do recommend, however, that the current format be condensed and refocused. Streamlining and consistency from year to year is highly desirable. We find the International Agreements/Linkages portion of the report the most cumbersome to collect and prepare. For last year's report additional data was requested about the purpose and funding mechanism for each linkage.
53	The Regional Study Center reports are prepared by the Study Centers; however, they do require some effort by the universities Continuing Education Departments because we supply them with some of the enrollment data that they use in their reports.
54	Data definition and collection methodologies need to be updated to reflect the changes adopted by the IPEDS and NCES.
55	(1) Report on Cooperation/Collaboration (Biennial) - redefine terms to clarify what constitutes a qualifying reportable. Trend is toward liberal interpretation. (2) Report on Faculty Consulting Activities (Biennial) - 42 page report includes 10 page analysis and 32 pages of graphs - information overload - 10 page analysis is adequate. (3) Annual Report on Faculty Tenure - no change. (4) Request for Professional Development Assignments - revise cost analysis to focus on actual replacement cost - PDA is a reallocation of effort. (5) Annual Report on Professional Development Assignments - Heavy duplication - results incomplete due to timing. (6) Annual Report on Faculty Resignations - added chart with retirements and new hires provides more complete picture.
56	Preliminary and final reviews of strategic plans occur every five years.
60	(1) Annual Report on Phased and Early Retirement Programs - After June 30, 3003 the University of Northern Iowa did not continue the current Early Retirement Incentive Plan. The report will need to be revamped to reflect this change. (2) Annual Targeted Small Business Report - TSB Report is actually submitted quarterly. My answers are directive at compiling the four quarterly reports. The annual report is only a compilation of the info submitted quarterly.
63	As discussed with the Board office and the three University Foundation Presidents, the reports which the Foundation provides to the Board will not be considered "affiliated organization" reports. Rather, since all three Foundations are separate corporations, in the future they will be considered "independent organizations."
64	I believe the designated tuition and fees report should only include the student activity fees. The last 2 years we've been asked to include the student services fee. This is a mandatory fee that is reported in September with tuition and other mandatory fees. It seems to confuse the issue when it's included with the information in May.
65	I think most of the reports could be condensed and would be easier to understand for Regents and others. We have a tendency every time someone asks a question, to add, add, add. After a while, the report becomes cumbersome and confusing because we add without deleting or clarifying. The financial aid report is a good example. It has become so cumbersome that I think it makes no sense. Since it doesn't make much sense, the Regents ask probing questions and our response is to add more to it, making it more confusing.
69	(1) Eliminate the report "Annual Student Financial Aid Report" and use the ICSAC's "Financial Aid Questionnaire." (2) Our office's part is so small we can not speak to the Costs & Benefits or proposed changes.

APPENDIX C:

APPENDIX C
REPORT-SPECIFIC COMMENTS - JULY 2002 IOWA BOR GOVERNANCE REPORTS SURVEY

#	REPORT	COST	BENFT	RESP_ID	CMNTS
1	Report on Governor's Budget	2.30	2.96	2	Already condensed
2	Monthly Report on the Legislative Session (January)	2.38	3.50	6	See notes
4	UIHC to Board of Regents as Hospital Trustees	2.67	2.75	2	Analyze and expand
				19	UIHC to Board of Regents as Hospital Trustees - eliminate managed care and non-managed care split; eliminate net revenue by payor
5	Annual Report and Ten-Year Plan of the Residence Systems	3.94	2.47	42	I would recommend that the Residence System Annual Report be submitted in the fall. The 10 year Plan and Rates should be retained on the current schedule.
8	Spring Enrollment Report	3.71	2.73	5	Recently modified
9	Annual Report on International Agreements	3.23	2.42	18	Note attached, dated 7/17/02, addressed to "Don" -- FYI: Steve had a phone call with Charles Kniker and his counterparts at the other universities re: International Agreements. They have come up with a reformatting plan and have presented it to the Board Office.
				45	Annual Report on International Agreements = Make every other year, and put the data entry on the web so each PI can enter their own information.
				51	The Office of International Programs does invest considerable time and effort in collecting and analyzing the data required for the report on International Linkages/Activities and Study Abroad. Administration of various study abroad programs and partnerships/linkages is decentralized at UN while the data is collected and analyzed centrally by the Office of International Programs. In the past few years the Office of the Registrar has provided some assistance with data analysis yet the process remains laborious. In our view, while the report is essential and should not be eliminated, combined with another report, or submitted less frequently, we do recommend, however, that the current format be condensed and refocused. Streamlining and consistency from year to year is highly desirable. We find the International Agreements/Linkages portion of the report the most cumbersome to collect and prepare. For last year's report additional data was requested about the purpose and funding mechanism for each linkage. As a result, UNI reduced the narrative about the linkages and, at the same time, created an Excel sheet to allow the reader to find information in the report more easily. We recommend the following three changes to improve the reporting mechanism: 1. Eliminate or significantly reduce description of activities for linkages portion of the report. Keep the summary of those activities in an Excel table. 2. Gather and analyze data in a fashion that more closely follows the national Open Doors report we also prepare one month prior to the BOR report. 3. Timely communications from the Board Office in terms of any additional reporting requirements and easy availability of templates in an electronic format, perhaps on a Web site. Thank you for your consideration of these suggestions.
10	Annual Report on Family Practice Residency Program	1.83	3.42	5	Recently modified
				19	Annual Report on Family Practice Residency Program - could refocus broadly on the statewide medical education system while retaining the residency program's key accomplishments as part of the report
18	Report on Cooperation/Collaboration (Biennial)	2.83	2.81	55	Report on Cooperation/Collaboration (Biennial) - redefine terms to clarify what constitutes a qualifying reportable. Trend is toward liberal interpretation.
19	Annual Report on Faculty Activities	4.13	3.07	26	Staff's rating for costs/effort

#	REPORT	COST	BENFT	RESP ID	CMNTS
20	Preliminary Operating Budgets	4.39	3.04	2	Already eliminated
				19	Preliminary Operating Budgets - clarity in directions needed; provided on a modified cash basis versus accrual basis
				27	Same as Rpt #29
				60	May
21	Annual Report on Regional Study Centers	2.40	2.89	5	Submit biennially; Recently modified
				53	The Regional Study Center reports are prepared by the Study Centers; however, they do require some effort by the universities Continuing Education Departments because we supply them with some of the enrollment data that they use in their reports.
22	Budget Adjustments - Current Year	3.18	2.75	60	Fall
24	Annual Report on Child Care	3.20	2.40	24	Annual Report on Childcare - add a component that describes value added
				50	The Annual Report on Childcare includes minimal new information each year. Programs, space and availability are reasonably stable on all campuses. It seems logical to report only new data or changes on a campus that affect the overall picture. This would condense the reports. Also, if reports were less frequent, the data would show more trends in user numbers, space needed to serve waiting lists, etc.
25	Allocation of Designated Tuition and Fees	3.71	3.14	64	I believe the designated tuition and fees report should only include the student activity fees. The last 2 years we've been asked to include the student services fee. This is a mandatory fee that is reported in September with tuition and other mandatory fees. It seems to confuse the issue when it's included with the information in May.
26	UIHC to Board of Regents as Hospital Trustees	3.00	4.50	19	UIHC to Board of Regents as Hospital Trustees - eliminate managed care and non-managed care split; eliminate net revenue by payor
27	Report on Faculty Consulting Activities - Biennial	2.90	2.37	5	Recently modified
				26	We are in the process of revising out conflict of interest policy which will have implications for collecting the data used in preparing this report. NOTE: Respondent placed a "?" in the Condense, Refocus, and Make No Changes fields
				55	Report on Faculty Consulting Activities (Biennial) - 42 page report includes 10 page analysis and 32 pages of graphs - information overload - 10 page analysis is adequate.
29	Preliminary Operating Budgets	3.95	2.81	6	Same as Rpt #20; See notes
				19	Preliminary Operating Budgets - clarity in directions needed; provided on a modified cash basis versus accrual basis
				27	Same as Rpt #20
				60	June
32	Unit Cost Study - Biennial/Interim	3.00	2.64	16	Eliminate or refocus
				46	Unit cost studies: When combined with Annual Study on Tuition Policies & Rates, it is an estimate based on the previous full study. Board Office prepares tables and institutions check/correct. Full unit cost studies require many hours and gathering data from various sources. The current methodology was developed in 1989. Many of the sources of data have changed over time, i.e. financial reporting, which has made it difficult to do. There is much discussion about whether it really does reflect unit cost of instruction. Not sure that each institution does it the same. It is hard to really comprehend the pieces and how they are combined to arrive at the unit cost. Regardless, it does provide a consistent way to establish trend data per institution. Probably could be simplified and provide similar data which would be easier to calculate and explain. I think there could be a variety of ways to calculate "unit cost," but I'm not sure what would be the "best" way.

#	REPORT	COST	BENFT	RESP ID	CMNTS
36	Preliminary Requests for Operating and Capital Appropriations	4.31	3.06	19	Preliminary Requests for Operating and Capital Appropriations - timeline is too early; difficult to compile the information in August, it was better when the request was due in October
				60	July
39	Institutional Roads Program (6-year)	3.60	2.50	6	Required by DOT
40	Final Operating Budgets for Current Fiscal Year	3.99	3.03	60	June
41	Annual Study on Tuition Policies and Rates	3.89	3.78	46	Annual Study on Tuition Policies & Rates: "Tuition Revenue Projection" It takes several hours to prepare the requested tables. However, they are not included in the final report; the sections related to revenue projections is based on current year held constant and then multiplied by suggested tuition increase percentage. This amount is then multiplied by the set aside percentage. Neither of the requested tables are needed to do this calculation. Suggest elimination.
42	Annual Student Financial Aid Report	4.21	3.08	5	Recently modified
				69	Eliminate the report "Annual Student Financial Aid Report" and use the ICSAC's "Financial Aid Questionnaire."
43	Final Requests for Operating and Capital Appropriations	3.86	3.25	60	September
45	Budget Adjustments - Current Year	3.00	2.60	6	Same as Rpt #22
				60	May
46	UIHC to Board of Regents as Hospital Trustees	3.00	4.25	8	Duplicate
				19	UIHC to Board of Regents as Hospital Trustees - eliminate managed care and non-managed care split; eliminate net revenue by payor
47	Annual Report on Phased and Early Retirement Programs	3.40	2.48	21	Combine with Faculty Resignations Rpt
				24	Annual Report on Phased and Early Retirement Programs - Eliminate or reframe cost savings component; current report does not give true savings
				26	Staff's rating for costs/effort
				60	Annual Report on Phased and Early Retirement Programs - After June 30, 3003 the University of Northern Iowa did not continue the current Early Retirement Incentive Plan.
49	Annual Energy Conservation Report	3.56	2.03	28	The energy conservation report has been presented to the Board for a number of years due to one component of the report which responds to a statutory requirement. Iowa Code §473.12 requires the Board to submit annually to the Department of Natural Resources a status report on projects completed as a result of engineering analyses undertaken at the Regent institutions in 1989. This status report has had decreasing significance over the years due to the amount of time that has passed since the analyses were done (since most projects have been completed), and its relative importance to more significant energy issues in recent years. There is no requirement for the status report to be received by the Board before it is submitted to the Department of Natural Resources. The energy conservation report also includes cost and consumption data, and more recently has addressed budget and legislative issues. Perhaps this information could be presented to the Board as issues warrant, rather than on an annual basis. The energy conservation report also includes descriptions of capital projects (completed, underway, planned) with energy conservation components. Brief descriptions of these components could easily be incorporated into the project descriptions in the monthly capital registers in an effort to keep the Board apprised of these energy conservation efforts. In addition, an annual summary table with a status report on the projects, for example, could be included with the capital registers to provide the Board with an overall view of the current energy conservation efforts presented by the approved projects.

#	REPORT	COST	BENFT	RESP ID	CMNTS
55	Fall Enrollment Report - Part I	4.06	3.35	5	Recently modified
56	Semi-Annual Master Lease Report	2.45	2.29	2	Submit annually
				6	Same as Rpt #16
57	Annual Regents Merit System Report	3.45	2.19	24	Annual Regents Merit System Report - refocus and condense based on updated rules and regulations in Merit System and new human resources systems maintaining data
59	Annual Salary Report	4.19	3.23	26	"?" for Refocus
60	Annual Committee on Educational Relations Report	2.25	2.17	15	Already merged with Rpt #54
64	Preliminary Review of Institutional Strategic Plans	3.82	3.17	7	What about Board's?
65	Fall Enrollment Report - Part II	4.00	2.94	5	Recently modified
				16	Eliminate 10-year projections
67	Proposals for Legislative Program	3.33	4.00	6	Same as Rpt #58
70	Annual Report on Graduation and Retention Rates	4.10	4.11	5	Recently modified
71	Annual Report on Technology Transfer	3.79	3.85	7	More on economic development
75	Annual Affirmative Action Employment Report	4.08	3.61	26	Staff's rating for costs/effort
				29	Renamed to Annual Report on Diversity (#74)
76	Annual Targeted Small Business Report	3.59	2.91	60	Annual Targeted Small Business Report - TSB Report is actually submitted quarterly. My answers are directive at compiling the four quarterly reports. The annual report is only a compilation of the info submitted quarterly.
77	Regents Minority/Women Educators' Enhancement Program	2.49	2.58	32	Regents Minority / Women Educator's Enhancement Program - Combine with Annual Report on Diversity
78	Annual Report on Faculty Tenure	3.27	3.33	5	Recently modified
				26	Staff's rating for costs/effort
				55	Annual Report on Faculty Tenure - no change.
79	Proposals for Legislative Program	3.33	4.00	6	Same as Rpt #58
80	Radio Station Reports (Biennial)	3.17	2.46	5	Recently modified
				34	I prepare the biennial Regents Radio Report for our group of public radio stations. The effort takes several days of research, compiling and writing. In addition to the value of the Report for the Regents, I find the report valuable for other purposes...it is shared with my staff as a document of achievement and perspective in assessing our work, it serves as a record of accomplishment for institutional leaders, and others who occasionally ask for a comprehensive written review of station activities, and it also serves to provide information to colleagues in the public radio industry when such information is requested. The report can be reformatted easily and edited to suit differing requirements imposed by these needs. I would also say, however, that we also prepare very comprehensive reports for the Corporation for Public Broadcasting, the national funding agency that disperses federal funds to public stations such as ours. Together with my other two Regent radio station colleagues, we have suggested these reports could provide much of the information the Regents would be interested in...in a very standardized and consistent format used by the entire industry. These reports include financial activity with audited financial statements prepared by independent auditors and many important station activities. I would suggest the Regents thoroughly review these reports, and if acceptable, adopt them as a major part of their reporting needs. Any additional information needed could be prepared as an addendum.

#	REPORT	COST	BENFT	RESP ID	CMNTS
81	UIHC to Board of Regents as Hospital Trustees	3.00	4.25	6	Same as Rpt #4
				8	Duplicate
				19	UIHC to Board of Regents as Hospital Trustees - eliminate managed care and non-managed care split; eliminate net revenue by payor
82	Request for Professional Development Assignments	2.75	2.30	5	Recently modified
				55	Request for Professional Development Assignments - revise cost analysis to focus on actual replacement cost - PDA is a reallocation of effort.
83	Annual Report of Professional Development Assignments	3.08	2.20	5	Recently modified
				17	Eliminate or condense and refocus
				26	"?" for Eliminate
				55	Annual Report on Professional Development Assignments - Heavy duplication - results incomplete due to timing. David Walker away from campus until August 12th.
84	Annual Report on Faculty Resignations	2.83	3.22	55	Annual Report on Faculty Resignations - added chart with retirements and new hires provides more complete picture.
85	Annual Report on Performance Indicators	3.85	3.29	69	Our office's part is so small we can not speak to the Costs & Benefits or proposed changes.
87	Affiliated Organization Reports	2.60	2.70	63	As discussed with the Board office and the three University Foundation Presidents, the reports which the Foundation provides to the Board will not be considered "affiliated organization" reports. Rather, since all three Foundations are separate corporations, in the future they will be considered "independent organizations."
88	Iowa State Center Annual Report	3.13	1.44	6	Suggest as report to Board Office

APPENDIX D:

APPENDIX D
ANALYSIS OF HIGH-COST/LOW-VALUE REPORTS - JULY 2002 IOWA BOR GOVERNANCE REPORTS SURVEY

#	REPORT	Resp #	COSTS (Means)					VALUES (Means)					COMPOSITE AVERAGE			VALUE/COST	Resp #	PROPOSED CHANGES (% of Respondents)					
			2a	2b	2c	2d	2e	2f	COSTS	VALUE	RATIO	3a	3b	3c	3d	3e		3f					
			Inst Stf	Board Stf	Regents	St Ldrs	Insts	Others				Eliminate	Combine	Condense	Refocus	Δ Freq	No Chg						
5	Annual Report and Ten-Year Plan of the Residence Systems	8	4.25	3.63	3.38	1.88	2.88	1.75	3.94	2.47	0.63	8	-	-	75.0%	37.5%	-	25.0%					
		ID	SPECIFIC COMMENTS																				
		42	I would recommend that the Residence System Annual Report be submitted in the fall. The 10 year Plan and Rates should be retained on the current schedule.																				
6	Proposed Residence System Rates	9	4.22	3.56	3.67	1.78	3.00	2.11	3.89	2.64	0.68	7	-	-	14.3%	-	-	85.7%					
		ID	SPECIFIC COMMENTS																				
		-	N/A																				
8	Spring Enrollment Report	8	4.00	3.43	3.57	2.00	3.00	2.33	3.71	2.73	0.73	7	-	-	71.4%	-	-	28.6%					
		ID	SPECIFIC COMMENTS																				
		5	Recently modified																				
9	Annual Report on International Agreements	11	3.33	3.13	2.67	2.29	2.86	1.86	3.23	2.42	0.75	10	10.0%	-	40.0%	40.0%	20.0%	30.0%					
		ID	SPECIFIC COMMENTS																				
		18	Note attached, dated 7/17/02, addressed to "Don" -- FYI: Steve had a phone call with Charles Kniker and his counterparts at the other universities re: International Agreements. They have come up with a reformatting plan and have presented it to the Board Office.																				
		45	Annual Report on International Agreements = Make every other year, and put the data entry on the web so each PI can enter their own information.																				
		51	The Office of International Programs does invest considerable time and effort in collecting and analyzing the data required for the report on International Linkages/Activities and Study Abroad. Administration of various study abroad programs and partnerships/linkages is decentralized at UNI while the data is collected and analyzed centrally by the Office of International Programs. In the past few years the Office of the Registrar has provided some assistance with data analysis yet the process remains laborious. In our view, while the report is essential and should not be eliminated, combined with another report, or submitted less frequently, we do recommend, however, that the current format be condensed and refocused. Streamlining and consistency from year to year is highly desirable. We find the International Agreements/Linkages portion of the report the most cumbersome to collect and prepare. For last year's report additional data was requested about the purpose and funding mechanism for each linkage. As a result, UNI reduced the narrative about the linkages and, at the same time, created an Excel sheet to allow the reader to find information in the report more easily. We recommend the following three changes to improve the reporting mechanism: 1. Eliminate or significantly reduce description of activities for linkages portion of the report. Keep the summary of those activities in an Excel table. 2. Gather and analyze data in a fashion that more closely follows the national Open Doors report we also prepare one month prior to the BOR report. 3. Timely communications from the Board Office in terms of any additional reporting requirements and easy availability of templates in an electronic format, perhaps on a Web site. Thank you for your consideration of these suggestions.																				
16	Semi-Annual Master Lease Report	9	2.13	1.71	2.25	1.38	2.13	1.38	1.92	1.78	0.93	7	28.6%	14.3%	-	-	28.6%	28.6%					
		ID	SPECIFIC COMMENTS																				
		-	N/A																				
22	Budget Adjustments - Current Year	10	3.50	2.86	3.57	2.57	3.14	1.71	3.18	2.75	0.87	7	14.3%	28.6%	14.3%	14.3%	-	42.9%					
		ID	SPECIFIC COMMENTS																				
		60	Fall																				
24	Annual Report on Child Care	8	3.40	3.00	2.80	1.80	3.20	1.80	3.20	2.40	0.75	7	-	14.3%	14.3%	28.6%	28.6%	28.6%					
		ID	SPECIFIC COMMENTS																				
		24	Annual Report on Childcare - add a component that describes value added																				
		50	The Annual Report on Childcare includes minimal new information each year. Programs, space and availability are reasonably stable on all campuses. It seems logical to report only new data or changes on a campus that affect the overall picture. This would condense the reports. Also, if reports were less frequent, the data would show more trends in user numbers, space needed to serve waiting lists, etc.																				

#	REPORT	Resp	COSTS (Means)			VALUES (Means)			COMPOSITE AVERAGE		VALUE/COST	Resp	PROPOSED CHANGES (% of Respondents)					
			2a	2b	2c	2d	2e	2f					3a	3b	3c	3d	3e	3f
29	Preliminary Operating Budgets	13	4.09	3.80	3.56	2.33	3.56	1.78	3.95	2.81	0.71	10	10.0%	-	40.0%	20.0%	-	40.0%
		ID	SPECIFIC COMMENTS															
		6	Same as Rpt #20; See notes															
		19	Preliminary Operating Budgets - clarity in directions needed; provided on a modified cash basis versus accrual basis															
		27	Same as Rpt #20															
		60	June															
#		Inst Stf	Board Stf	Regents	St Ldrs	Insts	Others	COSTS	VALUE	RATIO	#	Eliminate	Combine	Condense	Refocus	Δ Freq	No Chg	
38	Annual Internal Audit Plans	8	4.13	3.38	3.00	1.29	2.63	1.63	3.75	2.13	0.57	8	-	-	50.0%	37.5%	-	50.0%
		ID	SPECIFIC COMMENTS															
			- N/A															
39	Institutional Roads Program (6-year)	10	3.80	3.40	2.60	2.40	2.70	2.30	3.60	2.50	0.69	7	14.3%	14.3%	28.6%	14.3%	-	42.9%
		ID	SPECIFIC COMMENTS															
		6	Required by DOT															
47	Annual Report on Phased and Early Retirement Programs	13	3.55	3.25	2.90	2.20	2.80	2.00	3.40	2.48	0.73	11	18.2%	27.3%	36.4%	18.2%	-	18.2%
		ID	SPECIFIC COMMENTS															
		21	Combine with Faculty Resignations Rpt															
		24	Annual Report on Phased and Early Retirement Programs - Eliminate or reframe cost savings component; current report does not give true savings															
		26	Staff's rating for costs/effort															
		60	Annual Report on Phased and Early Retirement Programs - After June 30, 3003 the University of Northern Iowa did not continue the current Early Retirement Incentive Plan.															
49	Annual Energy Conservation Report	8	3.75	3.38	2.25	1.88	2.13	1.88	3.56	2.03	0.57	7	42.9%	14.3%	14.3%	57.1%	14.3%	14.3%
		ID	SPECIFIC COMMENTS															
		28	The energy conservation report has been presented to the Board for a number of years due to one component of the report which responds to a statutory requirement. Iowa Code §473.12 requires the Board to submit annually to the Department of Natural Resources a status report on projects completed as a result of engineering analyses undertaken at the Regent institutions in 1989. This status report has had decreasing significance over the years due to the amount of time that has passed since the analyses were done (since most projects have been completed), and its relative importance to more significant energy issues in recent years. There is no requirement for the status report to be received by the Board before it is submitted to the Department of Natural Resources. The energy conservation report also includes cost and consumption data, and more recently has addressed budget and legislative issues. Perhaps this information could be presented to the Board as issues warrant, rather than on an annual basis. The energy conservation report also includes descriptions of capital projects (completed, underway, planned) with energy conservation components. Brief descriptions of these components could easily be incorporated into the project descriptions in the monthly capital registers in an effort to keep the Board apprised of these energy conservation efforts. In addition, an annual summary table with a status report on the projects, for example, could be included															
57	Annual Regents Merit System Report	7	3.40	3.50	2.50	2.00	2.25	2.00	3.45	2.19	0.63	5	20.0%	20.0%	20.0%	20.0%	-	40.0%
		ID	SPECIFIC COMMENTS															
		24	Annual Regents Merit System Report - refocus and condense based on updated rules and regulations in Merit System and new human resources systems maintaining data															
61	Comprehensive Fiscal Report for Previous Year	5	3.80	4.00	3.40	2.00	3.00	1.60	3.90	2.50	0.64	5	20.0%	-	20.0%	-	-	60.0%
		ID	SPECIFIC COMMENTS															
			- N/A															

#	REPORT	Resp	COSTS (Means)		VALUES (Means)			COMPOSITE AVERAGE		VALUE/COST	Resp	PROPOSED CHANGES (% of Respondents)						
			2a	2b	2c	2d	2e	2f	COSTS	VALUE		RATIO	3a	3b	3c	3d	3e	3f
#	Inst Stf	Board Stf	Regents	St Ldrs	Insts	Others	COSTS	VALUE	RATIO	#	Eliminate	Combine	Condense	Refocus	Δ Freq	No Chg		
80	Radio Station Reports (Biennial)	7	3.33	3.00	2.83	2.17	2.67	2.17	3.17	2.46	0.78	6	16.7%	16.7%	33.3%	-	16.7%	33.3%
		ID	SPECIFIC COMMENTS															
		5	Recently modified															
		34	I prepare the biennial Regents Radio Report for our group of public radio stations. The effort takes several days of research, compiling and writing. In addition to the value of the Report for the Regents, I find the report valuable for other purposes...it is shared with my staff as a document of achievement and perspective in assessing our work, it serves as a record of accomplishment for institutional leaders, and others who occasionally ask for a comprehensive written review of station activities, and it also serves to provide information to colleagues in the public radio industry when such information is requested. The report can be reformatted easily and edited to suit differing requirements imposed by these needs. I would also say, however, that we also prepare very comprehensive reports for the Corporation for Public Broadcasting, the national funding agency that disperses federal funds to public stations such as ours. Together with my other two Regent radio station colleagues, we have suggested these reports could provide much of the information the Regents would be interested in...in a very standardized and consistent format used by the entire industry. These reports include financial activity with audited financial statements prepared by independent auditors and many important station activities. I would suggest the Regents thoroughly review these reports, and if acceptable, adopt them as a major part of their															
#	Inst Stf	Board Stf	Regents	St Ldrs	Insts	Others	COSTS	VALUE	RATIO	#	Eliminate	Combine	Condense	Refocus	Δ Freq	No Chg		
88	Iowa State Center Annual Report	5	3.50	2.75	2.00	1.00	1.75	1.00	3.13	1.44	0.46	3	33.3%	-	-	33.3%	-	33.3%
		ID	SPECIFIC COMMENTS															
		6	Suggest as report to Board Office															