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Cc: Donley, Robert [BOARD]

Sent: Mon Dec 07 12:47:13 2009

Subject: Regents Support of and Participation in Iowa State Government Performance Review

On behalf of Executive Director Donley, I am sending information on the State performance review conducted by Public Works.

On August 17, Governor Culver announced the hiring of a consulting firm, Public Works LLC, to “develop certain best practices and other efficiencies for state government.”

Regent Board Office and institutional staff have worked cooperatively to provide material and input to the consultants. We have already successfully consolidated and found efficiencies, but with the budget outlook so dire, outside consultants can provide a new perspective.

The timetable for this review was very short and meetings with institutional staff were at a very high level.

Public Works shared with the Regent institutions a list of 19 recommendations and solicited input “concerning the appropriateness and relevance of these recommendations; their potential impact/effect on the Regents and its institutions...; and the projected cost savings.” The final response of the Regent institutions is a 99-page document that will be posted to the Regents website tomorrow. In the meantime, the Executive Summary and the cover letter to Public Works are provided for your information.

<<PW Cover Letter & Exec Summary.pdf>>

Please don't hesitate to contact me if you have questions.

Patrice M. Sayre

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**REGENTS SUPPORT OF AND
PARTICIPATION IN
IOWA STATE GOVERNMENT
PERFORMANCE REVIEW**

Conducted by Public Works LLC

December 4, 2009

*Governing Iowa's public
universities and special schools*

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight Saving School
Lakeside Lab Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center
Tri-State Graduate Center



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REGENTS**
STATE OF IOWA

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Robert Donley, *Executive Director*

December 4, 2009

David H. Pingree
Public Works LLC
1690 East Strasburg Road
West Chester, PA 19380

Dear David:

The Board of Regents appreciates the opportunity to work with the Governor and the legislature in the recent cost-saving analysis, undertaken in cooperation with you and your staff, to identify additional operational efficiencies at Iowa's public universities and special schools. The Board Office and the Regent institutions have been fully engaged in this process, and we commend the efforts of Public Works. As evidenced by the actions of the Board of Regents in the past year, we share the goal of economizing, yet protecting and maintaining State resources, during these challenging financial times. We look forward to our continued collaboration with your firm to ensure the success of this effort.

We believe we have made considerable progress in this efficiency review. As indicated in the attached Board Office response, we agree with the majority of the recommendations identified by the Public Works performance review. This initial report was prepared with a short timetable, and a number of areas remain where data gathering and information sharing must continue to ensure we collectively achieve optimum cost savings; the staffs of Iowa's public universities have pledged to share their time and expertise to that end. In addition, to comply with the accelerated timetable given to the Board Office, please understand that the members of the Board of Regents have not had an opportunity to review the Board Office response. We anticipate presenting this for Board discussion at a future meeting.

I assure you that the Board of Regents and Iowa's public universities and special schools are committed to the goal of carefully balancing State resources while being of service to all Iowans.

Sincerely,



Robert Donley
Executive Director

h/communication/PW cover letter 120409
Attachment

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EXECUTIVE SUMMARY

In this unprecedented time of financial pressures facing our state and the nation, Iowa's public universities and special schools have responded proactively and effectively to the changing economic needs of our state. As the State faces the budget challenges that lie ahead, everyone at the Regent institutions remain resolutely committed to continued access for Iowa students to an outstanding higher education and protecting the exceptional quality of our educational research and service activities.

The Board of Regents and the five institutions it governs are eager to cooperate with Governor Culver and the General Assembly in exploring additional ways to reduce costs and improve effectiveness in serving Iowans. The Regent institutions have a wealth of experience in efficiently delivering services, procuring supplies and managing facilities. The institutions have for many years cooperated with other agencies/sectors of state government in sharing this expertise and are committed to even more robust collaboration in the future.

Regent collaborative efforts with state government have yielded significant cost savings and service improvement for these entities. For example:

- Regents led the effort to development the BOREAS system which resulted in large cost-savings for internet access for the State of Iowa and schools across the state.
- Regent institutions currently participate in at least 10 master contracts with the state's Department of Administrative Services for purchase of office supplies and other goods and services.
- Purchasing staff from Regent institutions meet with state agency purchasing staff on a quarterly basis to explore further joint purchasing opportunities.

Additional cost savings and efficiency opportunities for state agencies/sectors which the Regent institutions could pursue:

- Regent institutions presently participate in master agreements with Express Freight, Dell Computer, for recycled paper and purchases through Novation which could save other sectors of state government 10% to 20% on those products and services.
- Regent institutions have direct access to electronic catalogs for the purchase of many items; this system could save other sectors of state government 7% to 10% in the cost of many items plus 5% to 7% in personnel savings.
- Regent institutions are actively pursuing moving email accounts to "cloud" based systems and have already moved all ISU student email accounts. This will make capacity available in the university current systems to provide service to other state agencies.

-Increase use of "thin client" computing systems and server virtualization in state agencies where appropriate.

-Regent institutions project additional consolidation of wireless services on the campuses will save an additional 10% in the cost of this service.

-Regent IT professionals and those from state agencies are currently conducting a comprehensive review of joint IT purchasing opportunities and expect to complete the report in January.

-Integrated university IT systems have streamlined operations for research administration, student information, human resources, financials, purchasing, A/P, and travel, resulting in reduced staff, reduced consumable expenses, and more productive employees.

--Increased e-filing IT solutions through a variety of web and portal technologies.

--Increase collaborative purchasing between state agencies and the Regents where appropriate.

-Participation in the "spend director system" (SciQuest), a purchasing technology that provides access to electronic catalogs, search and price comparison, and electronic bids.

BACKGROUND

The Board of Regents governs five high-quality institutions — the three state universities: the State University of Iowa, Iowa State University, and the University of Northern Iowa; and the two special K-12 schools: the Iowa School for the Deaf, and the Iowa Braille and Sight Saving School.

By statute, the Board of Regents exercises broad policymaking, coordination, and oversight responsibilities. The Board maintains a staff, under the direction of its Executive Director, to provide administrative and professional support and to work closely with institutional officials, who are delegated significant authority by the Board for daily operations. Under Iowa Code Chapter 262, the Board is to "have and exercise all the powers necessary and convenient for the effective administration of its office and of the institutions under its control..."

The Board takes its role very seriously and strives to be an exemplary model of governance and stewardship, holding its institutions and itself to extremely high standards for the benefit of students, staff and the citizens of Iowa. The legislative and executive branches have long supported the Board's governance structure because of the unique nature and missions of these educational institutions.

A former consultant, MGT of America, recognized that uniqueness in its final report of October 2002:

“Unlike the typical state agency, the Regent universities are able to leverage the state investment into a much larger pool of resources that benefit Iowa citizens. Unlike more typical state agencies, however, universities are required by their missions of teaching, research, and service to carry out extremely broad and varied areas of operations seldom found to the same scale within the operating mission of any other state agency.

Although some other state agencies also have such "feed, house, and protect" responsibilities, none come close to operating at the magnitude of the three universities.

The typical state agency does not have to generate the magnitude of annual revenues from non-state sources in a highly competitive market that the universities must attract in order to survive.”

The Board of Regents has repeatedly demonstrated its capacity to provide effective state oversight for the Regent institutions. Over the years, the Regents have been noted for their: strong governance, leadership among state agencies in strategic planning and performance measurement, improvements in open decision-making, extensive policies and procedures that were developed in public work sessions, and commitment to public reporting. In short, the Regents have earned the confidence of other state officials for their ability to function as a successful business while part of state government.

The Board of Regents takes seriously its responsibility to be good stewards of Iowa's three state universities and two special schools, having in place governance processes designed to allow it to make major policy decisions and to monitor the institutions' programs; the governance processes are interrelated and driven by the Board's strategic plan. Regent institutions continually review and reallocate funds as a budgeting best practice to:

- Support strategic initiatives of the Board and institutions
- Meet enrollment increases and the demand for new courses and services
- Fund unavoidable or mandated cost increases
- Meet revenue targets
- Support other initiatives important to the core functions of the institutions

In fulfilling this responsibility, the Board has initiated a number of efforts over the years aimed at ensuring that the operations of the institutions continue to be effective and efficient.
(EXHIBIT A)

In this difficult budget period, financial pressures force every college and university to search for ways to stretch resources without compromising the student experience and research commitments. Financial concerns, more than academic programs, have dominated the agendas of university and college governing boards for the past decade. As the state dollars shrink, the pressure rises for higher academic, research, and service performance. The challenge is to find additional ways to economize without jeopardizing the future.

The Regent institutions have seen state support reduce nearly 25% since the beginning of FY 2009; a loss of \$163.5 million. The Board has required the institutions to be transparent in how and where cuts would be made, asked institutions to show on a quarter-by-quarter basis how permanent reductions would continue into future years after American Recovery and Reinvestment Act funds expire, and invited students and staff to comment on the process; Regent institutions solicited input from employees, and worked with all levels of institutional organization to find areas to cut that would preserve educational excellence for students while keeping universities accessible and affordable.

Higher Education Accountability

Policy makers and educators have struggled over decades in the field of educational assessment and measurement, producing libraries of papers on education accountability. There is no consensus; no approach that is credible to both internal and external stakeholders. In lieu of that, the focus returns again and again to the business processes of educational institutions; something that is more measurable. However, higher education finance is different from the kind of financial experience or information experienced in business enterprises.

Regent institutions are complex in organization and funding. Financial stewardship requires reviews of all aspects of the institution. The Board of Regents budget is nearly \$4 billion enterprise-wide; State support is approximately 14% (\$538 million) of the total. When looking for efficiencies and cost-savings, the source of funding and the customer base must always be taken into consideration. Auxiliary units serve students, patients, and external sponsors for research – all on a competitive basis. If the institutions do not provide the desired services, these customers can easily go somewhere else. State of the art support services such as Purchasing and IT must be provided, regardless of funding source.

The focus is not just balancing the budget, but efficiently and effectively managing costs, keeping charges reasonable, and protecting academic, research and service quality – a strategic financial planning approach over an operational one.

Further, there are complex regulatory, confidentiality and privacy laws and regulations that Regent institutions must adhere to including:

- FERPA: The Family Educational Rights and Privacy Act
- GLBA: The Gramm–Leach–Bliley Act
- FISMA: The Federal Information Security Management Act of 2002
- HIPAA: The Health Insurance Portability and Accountability Act
- PCI DSS: Payment Card Industry Data Security Standards
- HEOA: Higher Education Opportunity Act
- CALEA: Communications Assistance for Law Enforcement Act

Public Works

On August 17, 2009, Governor Culver enlisted a consulting firm, Public Works LLC, to develop certain best practices and other efficiencies for state government and requested that all state agencies provide effective support and full cooperation.

On August 26, 2009, Eric Schnurer of Public Works introduced the efficiency review to Regent President Miles, Regent Campbell, Andy Baumert – Regent State Relations Officer, and Patrice Sayre – Regent Chief Business Officer (CBO) outlining the process as a shared one that would incorporate:

- meetings with top staff at Regent institutions
- focus groups
- electronic surveys

That meeting was followed up with one on September 9, 2009, with David Pingree, consultant for Public Works and Regent representatives – Executive Director Donley, SUI Senior Vice President & University Treasurer Doug True, ISU Vice President of Business & Finance Warren Madden, UNI Vice President of Administration & Finance Tom Schellhardt, Regent CBO Patrice Sayre, and Regent Chief Academic Officer Diana Gonzalez.

Mr. Pingree also met in September with Presidents Sally Mason and Gregory Geoffroy.

On September 24, 2009 Regents staff provided suggestions for areas to explore for efficiencies/cost savings with Public Works via the Department of Management.

1. Explore savings potential if Workers Compensation claims handling is decentralized.
2. Review participation in ICN.

3. Consider Alternative Delivery Methods for qualifying capital projects for cost savings and faster schedules.
4. Participate with the State in reviewing greater flexibility in managing the workforce through outsourcing, reduction of hours and layoffs.
5. Create a State database for Conflict of Interest reporting for administrative efficiency.
6. Consider statutory changes for accumulating benefits such as Sick Leave.
7. Consider changes in State policies for public sale of equipment for disposal purposes.
8. Participate in collaborations in Information Technology by exploring:
 - a. Cloud computing –
 - b. Video conferencing –
 - c. Electronic Communications –
 - d. Expanding technology in Purchasing

After these initial meetings, Mr. Pingree requested and received materials and information on a number of areas; a partial listing of requests included state institutional care, print shops, IT, fleet operation, mailrooms, annual purchasing spend, audits, collaborative efforts and tuition.

On October 15, Mr. Pingree met with Executive Director Donley and CBO Sayre to outline the areas on which the efficiency review was focusing:

- Capping enrollment
- Increasing tuition and fees
- Divesting non-core missions
- Cutting funding to Iowa Public Radio
- Redirecting the role of Regent institutions in Economic Development
- Decreasing lobbying efforts
- Reducing capital expenditures
- Reviewing new academic programs

On November 11, Eric Schnurer and David Pingree met with Regent President Miles; Executive Director Donley; Presidents Allen, Mason and Geoffroy; and Special School Superintendents Prickett and Clancy. Public Works related their appreciation for the cooperation they had received from the Regent institutions in their review, but did not discuss recommendations.

Public Works provided a list of draft recommendations to Executive Director Donley on November 13 soliciting "input concerning the appropriateness and relevance of these recommendations". To respond as fully as possible, Regent and institutional staff requested more information on many of the 19 recommendations. Mindful of Public Works timeframe, staff proceeded to provide a draft response without that clarification.

In a letter to Executive Director Donley dated November 27, 2009, Mr. Pingree stated that, "Public Works readily acknowledges that the Regents and its institutions have aggressively pursued and implemented cost-efficient policies, processes and practices in the past five years, the result being millions of dollars in costs saved or avoided. We particularly note and commend the Regents for actions in the areas of cooperative and collaborative purchasing; consolidation of print shops, mailrooms and warehouses; and early retirement incentives."

The letter continues that Public Works' staff is of the opinion that "millions of dollars of cost savings remain to be captured by the Regents in other areas such as IT, consolidation of e-mail systems and wireless carriers, and improved fleet and property management. Additional cost savings also are still attainable in purchasing via master state contracts. Finally, there's the potential to generate revenue through the sale of Regents-owned assets, primarily under-utilized or surplus land and buildings."

The Regent institutions have carefully and respectfully reviewed the Public Works' opinions and believe there are areas where support and participation can occur. Our institutions have saved millions of dollars as noted by Public Works because we are open to new ideas and innovations and have implemented many of these suggestions over the past decade.

Regents Support of and Participation in Iowa State Government Performance Review

The Board of Regents is fully supportive of the Governor's efforts to identify cost savings for the state. All five Regent institutions have a long history of increased efficiency and internal reallocation of resources to ensure the success of the Board of Regents' core mission of benefitting Iowans through education, research, and service.

We are eager to discuss any ideas that would result in measurable efficiencies and cost savings for the universities and state government. The budget situation has never been more austere on the campuses, and we are all looking for ways to invest resources as wisely as we can. We also have significant experience in bringing together diverse constituents; various colleges and administrative units, individual researchers and faculty, staff and students, and other stakeholders to develop successful collaborations. We are very willing to share our experience with others in state government.

This document addresses the recommendations proposed by Public Works. As a number of those concern IT services and functions, an overall discussion of higher education IT is included, with responses to recommendations following.

IT - Introduction

The Regent Universities endorse efforts to identify cost savings for the state in the delivery of IT services and functions. The Information Technology organizations at all three universities strive to provide the existing and new IT services the respective campuses need, while operating under severe fiscal restraints. Each has been able to optimize IT services, processes, and business models to match the aggressive and diverse IT needs driven by the research and education missions of higher education, and do so in ways that maximize the impact of the investments made.

Regent institutions IT staff have significant experience in bringing together diverse constituents; various colleges and administrative units, individual researchers and faculty, staff and students, and other stakeholders, to develop cost effective IT services and delivery models that efficiently provide high satisfaction and enable the goals of the institutions to be met. **In sharing our experience in this area with others in state government, we might assist their efforts.**

We are currently working with state agencies through the State IT Collaborative Purchasing Task Force started in June. The Committee has been reviewing IT spending across all state agencies and Regent universities to look for vendors or products where consolidated purchasing efforts would reduce costs. A report on the results of this task force is due in January to the Inter-Agency Purchasing Group (partners include DAS, ICN, DOT and Regents), and should be an excellent indication of the savings potential from future collaborative efforts.

The initial list of recommendations from Public Works concerning IT looks very familiar to the universities. We have successfully implemented most of the ideas on each of our campuses, and the result has been generally positive. Based on what we know about state government IT, many of the recommendations would be improvements within the scope of bringing together the various agencies' IT efforts where it makes sense and where it shows overall savings or improved services. The universities have been faced with similar challenges in past years with very distributed IT efforts across the campuses. We have been successful over the last 10 years in developing true campus-wide IT systems and processes with the colleges and administrative units to increase efficient delivery of services, and as importantly, allow the collegiate IT to focus on those unique aspects of IT for their subset of users. Many of the same strategies may be applicable to the State.

Having implemented many of the recommended changes on our campuses, we believe that we could help improve the discussion and potential savings for the State based on these experiences. To help facilitate the process going forward, the information in this document is provided to help achieve a common understanding of the opportunities for reducing costs.

In acknowledgment of the relative sizes, experience and expertise of the IT organizations at the universities and the State of Iowa, and the differences in missions and resulting business operations, all significant IT decisions must be made jointly, using data driven analysis to identify opportunities for real cost reductions. While the universities are much more like each other than we are like state government, each IT organization brings unique requirements, experiences and expertise to the table. Coming together jointly will greatly increase the possibility to find cost savings or service enhancement opportunities.

We have had good success in collaborating between state government IT and university IT in other areas in the past, and would like to continue to pursue similar efforts. Sharing experiences in this area may open new opportunities for future collaborations and substantial progress.

An example of a big success is **BOREAS-Net**. Iowa State University, the University of Iowa, the University of Minnesota, and the University of Wisconsin-Madison, collaborated to develop a very high speed regional optical network that provides connections between the universities and ties into the national commercial, and research and education backbone network like Internet2. By working together, the universities were able to keep the costs of the network as low as possible, and the network itself enables many other cost-saving activities. The state government IT is able to take advantage of this network through the universities, and was able to contribute some fiber optic infrastructure to the project.

The result is a collaborative Internet Sharing Agreement among the universities and the Iowa Communications Network (ICN) that uses BOREAS to access low cost commodity Internet in Chicago and Kansas City and provide it to all ICN customers in the state. After deployment of BOREAS, the University of Iowa and Iowa State University saw a 10x reduction in the price of commodity Internet bandwidth. The ICN also realized these lower costs due to BOREAS, and in turn was able to lower their rates thereby making plentiful Internet bandwidth available to Iowa's schools and government agencies.

Generally, IT consolidation may provide an opportunity for cost savings when the consolidation occurs between operations that use the same business processes, operate under common business rules, and have the same business cycles. When the underlying nature of the business is different, the complexity of the resulting consolidation outweighs any gains in efficiency.

We agree there are well-publicized examples in state government of cost savings through IT consolidation, however, we caution that there are also a number of examples where the projected cost savings were not realized. Examples where universities and state government have successfully consolidated to lower IT costs significantly are not common. A key element in understanding the likelihood of success in consolidating IT among the state agencies and Regent universities is to understand the similarities or differences between the business operations of each organization. There are some fundamental differences.

1. The core activities of higher education and state government are different in significant ways. The core missions of the universities are teaching, research, and service. State government has limited need to support cutting-edge research or provide engaging educational experiences for tens of thousands of graduate and undergraduate students, yet those are the most important tasks for universities. Supporting these activities requires unique business processes, rules, and cycles, and these differences are reflected in the optimal IT approaches used by the universities. In order to be successful, the universities must architect, develop, integrate, and operate their systems in ways that are tailored to and focused on their core missions.
2. Higher education often receives unique arrangements or greater acquisition discounts than the state government, and most vendors maintain completely different sales and support channels to manage these relationships. Many vendors see value in exposing students to software or equipment during their college career in the hopes that those students will develop a preference that they'll carry with them to the workplace and the home. Other vendors provide discounts because they understand the societal value of education. Regardless of the reason, nearly all IT vendors offer educational discounts that are greater than government discounts.
3. Higher education IT efforts have a long and successful history of collaborating on common challenges to achieve efficiencies. From networks to large-scale, open-source software development to influencing national policy, higher-education institutions work within their communities to provide needed services at lower costs. The collaborations are successful in saving the universities millions of dollars because these organizations are similar in their overall operations and IT requirements.

These fundamental differences hinder the ability to reduce costs through wholesale consolidation of state and higher-education IT operations. Additionally, increasing volume or scale does not always reduce the cost per unit; diversifying the requirements may increase the complexity and negate desired savings and possibly even increase costs. The Regent universities are willing to actively explore and discuss costs savings opportunities among the state agencies or between state agencies and Regents universities where costs savings can be shown based on data driven analysis.

Specific comments on the Public Works' letter to the Board of Regents

PUBLIC WORKS - Creation of a cabinet-level IT agency, accompanied by the consolidation of IT planning and operations

We agree with Public Works. The creation of a cabinet-level IT agency may help consolidation efforts among the IT providers within state agencies. The existing budgetary climate will require all IT providers to explore any opportunities to reduce expenses, and the Regent universities will continue to collaborate with the state on these efforts. However, these opportunities must make sense from many perspectives. Moving Regent IT planning and

operations out of the Regent universities and into a state agency would diminish the ability of the universities to strategically apply their resources, and would hamper the ability of university IT providers to respond to the IT requirements of their institutions.

To be effective, any IT changes among state agencies and Regents universities must take into account the fundamentally different missions, goals, day-to-day operations, and business processes of a university as compared to state government, and the direct correlation to the planning, deployment, and operation of Information Technology.

IT deployment at universities is strategically focused on enabling cutting-edge research and enhancing teaching and learning to promote student success. University business processes must account for the diversity present in the many different operations that are supported on a campus, and the unique business cycles associated with the academic calendar, the recruitment and enrollment of students, and adherence to the demands of sponsored research grantors.

Some university IT organizations are within bonded enterprises, and consolidation of IT at the state level puts compliance with bond covenants in question. Additionally, there are federal funding and granting agency rules that govern how funds may be spent, including IT funds. Since the Regent universities obtain over three quarters of a billion dollars annually in sponsored research, it is important that these rules be followed in an efficient manner. The Regents universities use this research funding and a complex array of other funding sources to support IT on their campuses. As a result, the funding sources for IT at the universities approximates the overall institutional funding sources. That is, state appropriations are an important component of a complex funding stream that has many constraints and no particular source constitutes the majority of funding.

Students, who make up the majority of IT users on all campuses, are very savvy technology users with high demands, and they are paying for these services with their tuition and fees. As the innovators of tomorrow, students demand – and deserve – leading-edge services, and they expect it from the faculty and the other university systems.

Faculty have greatly varying IT needs and uses. Many researchers and highly innovative instructors require and effectively use leading-edge technologies, equipment, and IT support. Others may be less experienced technology users trying to meet the demands of their students and stay competitive with peers.

Additionally, a university is an open environment: students and faculty bring to campus the technologies they feel they need to effectively complete their individual missions. In some ways this forces technology decisions onto the campus. Failure to support technologies used by many campus users, or to help guide the campus choices of the new technologies through support, results in more security risk to the university, more inefficiency, and higher costs overall. It also does not stop the new technologies from being used on campus – it merely limits collaborative input, since IT providers are removed from the processes.

The universities have also leveraged IT very effectively to gain efficiencies. This is most outwardly visible in the advanced administrative IT systems developed that meet the unique business processes and cycles of a university. These integrated systems have streamlined operations for research administration, student information, human resources, financials, purchasing, A/P, and travel, resulting in reduced staff, reduced consumable expenses, and more productive employees. However, the value and importance of efficiency are also apparent in the collaborative culture developed between campus IT providers (**EXHIBIT B**).

Below are some representative examples of the unique aspects of supporting a university:

Research Focused IT

- Deployment and management of large-scale high-performance computing clusters and supercomputers, and the required data center space to house them.
- Partnering with other universities to create regional networks that connect to out-of-state peers, national networks such as Internet2 and major research centers.
- Support of a wide variety of cutting-edge data acquisition and analysis systems used in many different areas of research and scholarship, i.e., DNA sequencers, magnetic resonance imaging equipment, mass spectrometers, remote telescopes, etc.
- Management, compliance, and required reporting on more than \$750,000,000 in sponsored research funding annually, and the processing and approval of funding applications for many times this amount.

Teaching and Learning Focused IT

- Ubiquitous deployment of course management systems for all courses
- Electronic portfolio systems to assist our students in their education and job searches
- Student response systems (clickers), to enhance the interactive classroom experience
- Online course delivery systems that allow us to provide educational opportunities to those who might not otherwise be able to come to campus during normal class times
- Lecture capture and podcasting systems that are used to allow access and review of the classroom experience to facilitate student success
- Social networking applications that are used in a variety of collaboration experiences for students and faculty
- Support of digital media for use in preparation and delivery of courses
- In-room support of technology used in the classroom

University Business Processes

- Business cycles that are tied to the academic session, student financial aid, housing, and admissions schedules
- The universities face a wide range of regulatory and compliance issues. These were detailed in the section, “Higher Education Accountability” and deal with privacy, federal and other legal and regulatory matters.
- The higher education IT community is very unique in that there is an extensive amount of collaboration between peer institutions
 - Kuali, an open source software effort being developed to meet university requirements for financial systems, research administration, student information systems, and human resources, is projected to save ISU at least \$40M in administrative systems software costs over the next 20 years
 - The universities are part of several very active higher education-based IT groups, including: Internet2, Northern Tier Network, National Lambda Rail, Committee on Institutional Cooperation (CIC), Net@EDU, Common Solutions Group, RUCC, and REN-ISAC

PUBLIC WORKS - Consolidation of all state e-mail systems

We agree with Public Works. The Regents universities have, over the years, been proactive in efforts to eliminate duplicative e-mail services where significant cost savings can be achieved. Consolidation on the three campuses has led to highly efficient e-mail services serving nearly 100,000 constituents. However, because the communication and collaboration needs of the campus community are rapidly moving beyond the business-oriented e-mail and calendaring services typically found in large organizations, our current objective is to migrate to the free or low-cost, state-of-the-art services of “cloud” IT providers like Google, Microsoft, and others. Since all three universities already have or are in the process of moving towards a free student e-mail service, we would seek a provider that would continue to offer the current service free service. Moving faculty and staff e-mail to a free service is still under analysis to ensure compliance with all applicable laws and regulations. If a free e-mail service is not appropriate for faculty and staff and the universities were to move faculty and staff e-mail to another provider, the universities could potentially reduce some costs. The three universities’ direct costs to provide e-mail for faculty and staff is \$593,000 annually. Because e-mail is staffed with fractional FTEs who primarily support other critical services (not necessarily funded by General Funds) and would remain on staff even if e-mail were outsourced, the actual savings is approximately \$142,000 annually. Savings through consolidation at the state level would only be possible if the increased costs of a new e-mail provider were less than this amount.

With the migration of student e-mail to cloud services, the universities will have capacity available on their current e-mail systems to provide services to state agencies. We would be willing to meet with State IT representatives to explore costs, technical considerations and specific migration opportunities.

PUBLIC WORKS - Consolidation of wireless equipment carriers

We agree with Public Works. The Regents agree that additional savings may be achieved from further consolidation of the remaining wireless contracts across our universities.

We estimate the savings from further consolidation to be as much as 10%. The current pricing for these services already includes 15-20% average discounts from the major carriers, and ISU has recently completed a consolidation and competitively bid contract for their campus. We also expect the total cost to decrease as more staff move to service allowances (reimbursements for personally-owned devices used for business purposes) in lieu of Regent university- provided wireless devices. In FY09, the Regent universities collectively spent about one million dollars with wireless carriers. We anticipate that further consolidation may save an additional one hundred thousand dollars.

It is highly unlikely that a single carrier can provide the required coverage, features, and services and still provide the lowest overall costs. Considering the spotty cellular coverage in Iowa, we would expect there would need to be an exception process, or alternate carriers. It is also important for IT support staff to use the same devices that our faculty and staff use in their personal lives, as these devices show up on campus and require support.

PUBLIC WORKS - Increased use of "thin-client" technology

We agree with Public Works and support increased use of thin-client technology. Thin-client technology is a useful approach in some environments. All of the universities currently deploy some form of thin-client technology and will continue to deploy it where it is appropriate. IT professionals at the Regents universities are available to demonstrate or consult with state agencies on what they have learned to help increase utilization.

Server virtualization is a closely related technology that all three universities are aggressively deploying. Virtualizing a traditional server can save hundreds to thousands of dollars in initial costs and several hundred dollars a year in operational costs. These virtualization efforts typically result in a 30 to 1 ratio of virtual to physical servers. We have single server clusters that provide file or print services for thousands of users. By migrating very efficient traditional server operational practices, typically a single server administrator can manage as many as 200 servers. By combining these operational practices with virtual server technologies, the Regent universities can provide very cost effective server environments. Locating these services on campus allows us to avoid the high costs of off-campus data network connectivity and reduce the risk of service interruptions, while still gaining the efficiencies and cost savings associated with these "cloud" services.

PUBLIC WORKS - Adoption of a statewide professional services contract for IT services

We agree with Public works. If we are able to obtain the specialized services necessary, this concept would work well. Our only concern is that Regent universities don't typically retain IT professionals through ongoing "contract labor" or "contract programmer" agreements. There are times when the Regent universities primarily contract for professional services for specialized

short-term needs, often related to implementation of specific vended systems. For example, we have professional services contracts in place for developing enhancements to the EPIC electronic medical record systems at UIHC and designing the construction of high-performance scientific computing infrastructure. In the past, Regent IT and Purchasing staff have developed professional services contracts for student information systems, and fiber optic network design; these are short-term project based engagements. No single IT professional services firm can provide the breadth of specialized services needed. Moreover, our experience is that these firms don't always have the capacity to meet our needs. The ability to select the lowest cost vendor that can successfully complete the work is a necessity in order for the Regents to meet the IT needs of their respective campuses.

PUBLIC WORKS - Adoption of a statewide IT and office equipment maintenance contract

We agree with Public Works. Higher education often receives a greater discount on maintenance contracts, however if the case could be made that the Regents and the state could benefit from this, further exploration and consideration should be explored. Given the size of the Regents enterprise, if a change is made to consolidate contracts, the increased Regents costs will likely exceed the reduction in state maintenance contract costs and thus end up costing more overall.

Our challenge would be that the service levels will need to be flexible. The Regents have a large amount of variability in their requirements. In some cases, such as health-care applications, the requirements are very high. In other cases the requirements are much more pedestrian. A "one size fits all" approach would either result in overspending by having all contracts meet the highest level of service, or would not meet critical needs. The wide range of activities also results in a wide range of equipment types, brands, and models. Any maintenance contract would have to cover this range of equipment. Given the wide range of equipment and requirements, we have concerns about the ability to reduce costs through a single maintenance as compared to a best-of-breed approach.

PUBLIC WORKS - Increased e-filing IT solutions

We agree with Public Works. We are supportive of state initiatives to increase efforts in using digital technology to improve service to the residents of Iowa. Over the past 15 years, the Regent institutions have invested heavily in the electronic collection, processing, and reporting of information with our constituents through a variety of web and portal technologies. We have found the efforts to vastly improve our service to constituents and in some cases have saved money.

PUBLIC WORKS - Improved fleet management practices, including fleet reduction and policy changes governing mileage, take-home privileges and vehicle auction.

We agree with Public Works. Additional information provided by Public Works suggests the following details of the above recommendations.

- Operate vehicles at least 14,000 miles annually and accumulate 120,000 miles in a life cycle prior to disposal
- Reduce total fleet size by 10-20%
- Centralize and standardize the use of statewide auctions for vehicle disposal
- Reduce or eliminate vehicle take-home privileges

The Regent institutions agree that maintaining best practices in operating a fleet is very important. We support the goal of optimizing services while achieving the lowest possible average cost per mile as determined through a series of fact-based analyses.

Regent Fleet Operations

The Regent fleet operations continuously evaluate their policies and practices in an effort to keep costs low, and quality and customer service high to meet a growing range of applications and commitments. The rates charged to customers are not only competitive with our peers, but also consistently provide significant savings when compared to private providers. In recent years, the Regent institutions have made significant commitments to the Governor's initiatives on the use of alternative fuels and mileage reductions, while reducing carbon and other combustion emissions.

We are open to considering any concepts and ideas that will help save dollars in a responsible manner, especially if the recommendations can be tested and proven to improve service or lower costs. We would have welcomed a discussion with Public Works. We are also willing to share our expertise with state government.

Operating Vehicles 14,000 Miles Annually/120,000 Miles Before Disposal

In his letter dated November 27, 2009, David H. Pingree from Public Works specifically suggests the Regents implement a standard requiring fleet vehicles be driven a minimum average of 14,000 miles per year and not be sold until driven 120,000 miles. Public Works indicates this change should reduce the fleet by 10% and save \$595,000 in year one and an additional \$805,000 over the next four years. Unfortunately, this recommendation will not serve to significantly reduce state expenditures in the Regents fleet.

As reported earlier to Public Works, none of the Regents' fleet operations receive state/general fund money or support. Because they receive no general fund money for the vehicles they acquire, the only potential impact on the general fund would be spreading the depreciation over more miles and a longer period of time. For example, at ISU only 19% of the miles driven are paid by departments using general fund dollars. The financial impact of the lower depreciation costs combined with higher maintenance costs and lower resale values would produce a net savings of 2.1 cents per mile or approximately \$19,198 annually in general fund dollars, not considering the additional risks and factors identified below. This percentage of general fund dollars is even smaller at the University of Iowa (SUI) where only 8.5% of the operating revenues are from general fund sources.

While retaining vehicles for more than 90,000 miles up to a minimum of 120,000 miles reduces depreciation costs (approximately 4.6 cents per mile), it also adds the following potential incremental repair costs: front and rear brakes, four tires, alternator, water pump, battery, and starter. For a typical rental unit like a midsize car, these items total \$1,681 in parts and labor and add an additional 1.4 cents per mile to the operating cost spread over the 120,000 miles usage. In addition, resale values typically are reduced by approximately \$1,200-\$1,500, or 20-25% of the typical resale value due to the increased mileage and age of the vehicle. The reduction in disposal value totals on average 1.1 cents per mile, when distributed over the longer period of 120,000 miles. At ISU for example, the net result is a savings of approximately 2.1 cents per mile or \$19,198, not considering potential catastrophic failures.

The potential added repair costs shown above represent typical maintenance/repair items. They do not include catastrophic failures such as transmissions and major engine repairs that can occur the longer a vehicle is driven and the more miles it acquires. It would not take many of these failures to turn the minimal savings into added costs. Beyond the added maintenance/repair costs and the loss of resale value, there is a safety factor. Our vehicles are utilized by faculty, staff, and students traveling during the daylight hours, at night and on weekends. Retaining vehicles beyond 90,000 miles increases the potential for a breakdown. Each breakdown potentially puts travelers at risk, causes a loss of staff or student productivity, adds costs to return staff and students to the campus, and adds cost to either repair vehicles at remote sites or have them returned by transport to our facilities. The minimal savings produced by this recommendation cannot be justified, when the added potential costs and risks are considered.

Retaining vehicles for 120,000 miles is not a universal standard, and there does not appear to be data to support this number. In its 2009 survey, the National Association of Fleet Administrators received survey responses from 243 fleet managers from across the country, including both governmental and private sector responses. The results are enlightening: passenger vehicles are retained an average of 37 to 48 months; SUV's are retained for 37 to 48 months or 61 to 72 months in approximately equal numbers; cargo vans are retained an average of 49 to 60 months; and light-duty trucks are retained for 72 months or 84,000 miles. These results point out that the Regents are meeting or exceeding industry standards by retaining vehicles 6 years or 90,000 miles. In fact, fleet managers, who are the experts, identify retention by years of age in this survey, not miles of use.

Most national car rental agencies retain vehicles for only 1-2 years and dispose of them with 40,000 to 50,000 miles on the vehicle. They recognize an increase in breakdowns, added maintenance costs, loss of customer satisfaction and a reduction in disposal value is detrimental to their bottom line.

Not counting service vehicles, which only operate locally, UNI has 70 vehicles in its Motor Pool fleet. They are split evenly between a daily rental pool and vehicles leased annually. The average age of these vehicles is 3.6 years. Collectively, the vehicles averaged nearly 16,700 miles per year over their life.

ISU has a total of 656 vehicles. Of this total, 494 vehicles are managed by the University Transportation Services. Of the 494 vehicles, 214 are a part of the daily rental fleet. This total includes 142 passenger cars, minivans, 9-,12-, and 15-passenger vans. These vehicles are rented by departments or student organizations on an as-needed basis to conduct university business. In FY09, the passenger cars in the daily rental fleet averaged 16,874 miles of use; the 9-passenger vehicles averaged 16,764 miles of use; and 15 passenger vans averaged 15,686 miles of use. Only the minivans, which averaged 13,683 miles and 12 passenger vans which averaged 12,396 miles were lower than the 14,000 mile standard Public Works suggests.

SUI currently has a total of 683 vehicles. Of this total, 553 are managed by UI Fleet Services with 49 in the daily rental fleet. In FY09, passenger vehicles accounted for 305 of the 553 vehicles and average miles driven in each of these passenger vehicle classes is as follows:

Compact Sedans	9,901
Midsized Sedans	21,951
Station Wagons	6,678
Minivans	14,358
Carry Alls	20,685
Maxi vans	15,123

The average miles driven per vehicle has risen over the past five years in each class except Station Wagons, a class that is steadily being phased out. Of the remaining vehicles, only Compact Sedans average less than the 14,000 annual miles suggested by Pubic Works. In FY 2002, UI Fleet Services terminated the use of compact sedans in its rental fleet due to costs and duplication. Today, all Compact Sedans are leased to departments. These vehicles still have some cost advantages when used for specific functions. Most of them are used to transport only a driver and materials. Regular uses include construction management, transporting laboratory specimens from clinic to laboratory and for individuals to drive to local outreach clinics supported by the UIHC. A number of Compact Sedans are being replaced with hybrids, which are included in the UI Midsize Sedan figures.

More important than the mileage standard is the percentage utilization of these vehicles and the cost to rent these vehicles from an outside agency. Utilization rates are high at all three fleet locations. The average for daily rental pool passenger vehicles exceeds 60% at UNI. The average utilization of the daily fleet at ISU is 71%. SUI's utilization rates are even higher. High utilization rates and lower costs are a direct benefit for our institutions. For example, at ISU if customers went to an outside agency for a mid size car it would cost \$40.00 a day plus fuel. Our customers could rent the same vehicle from ISU motor pool for \$26.60 for a daily rate which includes fuel. If ISU had to rent a 7 passenger van from an outside source, it would cost \$55.00 a day plus fuel. To rent a 7 passenger van from the daily ISU pool, it would be \$31.50 for a

basic day rate that includes fuel. If you factor in the miles included in both rates, the average distance and the average cost, by renting from ISU's motor pool, its customers can save an average of \$71.48 per 7 passenger van rental. A mid size car rental through ISU represents an average savings of \$20.78. Combined, the savings total nearly \$100,000 annually.

The remaining vehicles in the ISU daily rental fleet include ¼-ton, ½-ton, ¾-ton, and 1-ton pickups; ½- and ¾-ton cargo vans; and parcel delivery vans. The latter group of vehicles represents those vehicles most often not driven to the 14,000-mile standard. However, they also are the types of vehicles that are generally not readily available at a rental agency or not available in sufficient numbers. There would be little way to meet university departmental and operational needs if these vehicles were eliminated from the fleet.

Service Vehicles

The Regent institutions do not believe that service vehicles, which operate primarily on our campuses, should be a part of this discussion. These specialty vehicles are used much differently than passenger cars. They travel primarily on campus from job site to job site carrying materials and tools. Often, the vehicle has a specific purpose (plowing snow, trimming trees, replacing lamps in parking lots and on institutional roads, with hoists for field work) and is specially equipped. Typically, these vehicles are replaced when maintenance costs begin to escalate but prior to any major engine or transmission work being required. These vehicles will often be 8-12 years old, but occasionally much older, when disposed of, and considered low mileage (5,000-6,500 miles annually). These vehicles represent a significant percentage of university fleets (25-30% at any given time).

Service vehicles in the UI fleet include 77 large trucks and 160 pickup-trucks and cargo vans used to provide various services to the campus. These trucks rarely leave the metro area but may spend all day operating in the lift mode or remain on site supporting an emergency repair.

ISU's Facilities Planning & Management has 82 vehicles in its fleet. Of this total, 80 vehicles have not met the 14,000-mile standard. This fleet includes service vehicles that operate locally and heavy duty vehicles, some as old as 19 years of age. At a certain point, repair parts become difficult to find, bodies begin to rust and vehicles must be replaced. The Regent institutions cannot operate with either the 14,000 mile standard or the 120,000-mile standard and perform the operational and service functions that need to be performed. Another 80 vehicles are owned and used by the Research Farms located across the state or by departments that have special uses for the vehicles.

In total, 280 vehicles at ISU are leased annually to departments that have a continual daily need for vehicles. While the passenger cars, 9- and 15- passenger vans in this group average more than 14,000 miles of usage annually, thirty-eight percent of this group of vehicles is used almost exclusively around the ISU campus area, and will likely never meet the 14,000-mile standard Public Works suggests. Many of these vehicles are minivans used as service vehicles that average only 7,175 miles per year, but are used daily for a 100% utilization rate. If we eliminate

these vehicles, we would have no way to perform operational functions, other than renting from rental agencies at a much higher cost. Elimination of these vehicles is projected to cost Iowa State University more than \$1,300,000 annually in higher rental costs. In addition, local auto rental agencies cannot provide many of the vehicles needed for our operations. For example, local agencies do not provide patrol vehicles, ½-ton pickups, 1-ton pickups, parcel delivery vehicles or heavy duty trucks and specialty vehicles. In addition, many of the vehicle types they carry are only available with advance notice or in limited numbers and are brought in from other locations.

Reducing Fleet Size by 10%-20%

The Regent institutions agree that right-sizing the fleet is essential. The requirement or expectation of a 10%-20% reduction, however, is extreme based upon past history of reductions. Fleet size has already been minimized by establishing rates, policies and practices based on the full costs of ownership.

These efforts have had their most significant effect on the daily rental fleet at SUI, where today's fleet is less than a third of what it was ten years ago while providing essentially the same number of rental days and the same or similar mileages. Examples are shown below

Vehicle Class	FY 99 # Veh.	FY 04 # Veh.	FY 09 # Veh.
Compact Sedans	26	0	0
Midsized Sedans	59	32	19
Station Wagons	7	0	0
Minivans	18	9	10
Carry Alls	16	8	6
Maxi vans	38	17	11
Subtotal	164	63	46

One outcome of the much higher utilization rates for the Daily Rental fleet is a very high annual mileage for each vehicle. On average in FY 09, midsize sedans in the SUI daily fleet added 37,374 miles each, per year to their cumulative mileage.

SUI also operates a large Van Pool program with 85 maxi and mini vans to transport nearly 850 employees to and from work. These vans are not considered service vehicles but are part of the Fleet Services fleet. The employees who ride these vans pay for approximately 70% of the cost with the parking system paying the difference. There are no general funds involved. The University benefits from this program by reducing the number of parking spaces that need to be provided, thus significantly reducing parking construction and maintenance costs. Overall miles traveled by commuters are reduced by more than 9.7 million annually, reducing annual carbon output by 3,500 tons. Reducing the size of the van pool fleet would have a negative impact on the University.

Among the Regent institutions, in total nearly 75 percent of our vehicles are placed in annual departmental leases and only 25 percent of the fleet is in our daily rental fleets. Annual leases to university departments are based on long-term usage commitments made by these departments to the fleet operation, which purchases and owns the vehicle. These annual leases are an excellent low-cost option for departments who have a need for transportation on an ongoing daily basis. Because we buy vehicles at a low cost, annual leases offer considerable savings when compared to the cost of long-term leasing of vehicles through car rental agencies or dealers. For example, a midsize vehicle can be rented from a private car rental agency on a monthly basis for \$923.78. Conversely, a midsize vehicle rented/leased from ISU's fleet operation costs \$699 per month (fuel, insurance and all costs included) for a total savings of approximately \$4,735 per year per vehicle, when the added cost of buying fuel for a rental agency vehicle is considered.

The Regent institutions fleet operations have a long history of collaboration. For many years, vehicles and fuel purchases have been based on collaborative bid processes conducted annually in conjunction with the Iowa Department of Administrative Services (DAS) and the Iowa Department of Transportation (DOT). All fleet operations use the same commercial fleet fuel card programs in collaboration with the Iowa Department of Transportation and the Department of Administrative Services. In addition, IBSSS and ISD were set up as sub-accounts under ISU, so they could also benefit from using a commercial fleet card. Each institution also has a fleet safety program that has been discussed and developed with collaborative principles.

A joint Regent fleet overflow rental contract was developed and implemented through a competitive bid process, successfully lowering the cost of overflow vehicle rentals and allowing fleet size to be minimized. In addition, ISU and DOT have successfully addressed overflow rental needs by renting from each other when possible and using the fleet overflow contract when vehicles are not available from each other. The percentage of vehicles in the daily rental fleet has been declining, as daily rental fleet numbers are minimized by the use of our joint Regent overflow car rental agency contract and the use of other state agency (DOT) vehicles to supplement the Regent fleet. Having overflow options allows us to purchase the minimum number of vehicles necessary to meet our institutions' needs.

Standardized or Centralized Auctions for Resale

Public Works indicated that the Regent institutions would benefit from a consolidated vehicle auction for all agencies. In our experience, that is not the case. Through our auction experiences, we have learned it is important not to flood a market with a particular size vehicle or the sales price per vehicle declines. Consolidating all state agency and Regent vehicles at one auction site would do precisely that and result in lower returns. Often, there is not sufficient market demand for one vehicle type to expect a good return for all on the same sale day. For example, selling 25 maxi-vans on one day in Ames Iowa would be difficult.

In addition, there would be added costs. For example, at SU1 there are often significant transportation costs ranging from \$80 to \$150 per vehicle depending on mode of transport and fuel costs to move vehicles to Des Moines or Ames. Both DOT and DAS sales have transaction costs; DAS ranging from \$55 to \$80 per vehicle and the DOT charging a flat \$100 each.

Both of these sales also have long lead times, requiring vehicles to be pulled out of active service up to eight weeks prior to date of sale to prepare the vehicles. In many cases, the sponsors want the vehicles a full three weeks prior to the sale. These delays are costly as the fleet operation is still paying depreciation until the receipt of sale revenues. Bidder attendance at the large sales may be diminished by weather, proximity to a large event (Iowa State Football game in Ames) or other conflicts. Sales on e-bay for example allow the UI Fleet staff to keep a vehicle in revenue service until one day prior to the sale, require little or no transportation costs, little prep and are unaffected by local events.

The DAS and IDOT auctions are essential to the Regent institutions and still account for the majority of our sales. However, the Regent fleet operations have found advantages to improving returns through a mix of sale types including electronic markets with national audiences, local sales or auctions of small numbers of vehicles and bidding on unusual or one-of-a-kind vehicles.

Reduce or Eliminate Vehicle Take Home Privileges

It is already the policy of all Regent institutions to minimize the practice of taking a University vehicle home. There are only two authorized cases at SUI. Both of these involve situations where the employee is employed by the University of Iowa in a city distant from the UI Fleet Services center of operations. There is no practical way to require these individuals to return the car to Iowa City each night. These are rare exceptions and are only made after a review. It is possible to replace these vehicles with a long term lease by a private provider but the cost is significantly higher. Iowa State University also has Extension personnel in locations across the state. In rare instances, the employee may be authorized to take the vehicle home to prevent any potential theft or damage that might occur, where the vehicle would otherwise be parked overnight.

PUBLIC WORKS - Required purchasing from master contracts, except in unique circumstances such as discounted pricing for educational institutions, as in the case of the Dell laptop contract

The Regents Purchasing departments are very supportive of continued opportunities to work with other state agencies to seek savings.

For years, the Regent institutions have been working internally with campus departments to combine like purchases, enabling Purchasing to obtain best pricing through campus wide contracts. In addition, the Regent institutions and state agencies have cooperated to create joint master agreements. Purchasing's mission has always been to obtain quality goods and services at the lowest reasonable cost for our customers. All three University Purchasing departments have a history of strategic sourcing, continual process improvement, transitioning from a paper-based transaction system to an electronic strategic procurement process, leveraging master agreements and best in class pricing. The result is a finely tuned procurement process that has generated millions of dollars in savings and continues to use best

practices. They are leaders in the procurement field who are setting future goals that will become best practices for other Purchasing departments. The Regents Purchasing departments recently submitted a list of opportunities for improvements to the State's procurement process in hopes that our successes could help the State achieve additional savings. We would be enthusiastic about sharing our expertise and experience with other State agencies as they move toward a more strategic model. **(EXHIBIT C)**

Higher educational institutions are unique in mission and serve a very different population than the general departments of State government. Students, the major customer of the Regent universities, can walk away and receive services from another higher education provider if their needs are not met; research sponsors will only provide funding if the universities can meet the particular goal of the research. We support major research initiatives; play a key role in revenue generating contracts; and partner within our institution to achieve a competitive edge in the recruitment and retention of world-class students, faculty and staff. Procurement involvement is a value added function as it works closely with the researcher or staff to provide effective solutions.

The Board of Regents has delegated authority for contracts and agreements to the Regent institutions as provided in the Regents Policy Manual and Iowa Administrative Code §681-8 and §681-13.8. This authority covering services, equipment, furnishings and supplies is further delegated to the purchasing department. Iowa State University has also been assigned the responsibility to purchase for the Iowa Braille and Sight Saving School and the Iowa School for the Deaf. The Board of Regents affirms that the best interests of the State of Iowa and the Regent institutions are served through implementation of a fully competitive purchasing system and have established policies and maintain oversight of all procurement functions.

The Regent institutions have annual procurement spend near \$880 million, of which approximately 7% is state funds. Of that amount, \$252 million is already spent on joint master contracts. The Regent institutions utilize joint contracts with the State agencies where appropriate and possible for vehicles, office supplies, fuel, office copiers, recycled and rough paper, scientific supplies and casework, express freight, computer equipment, etc. **(EXHIBIT D)**

Regent institutions collaborate with State agencies to create master agreements where it is cost beneficial and feasible to do so. The Regent institutions have some of the best priced contracts in the state and open those contracts to state agencies whenever possible. The Regent institutions continually analyze potential additional opportunities for savings with the State as well as other consortium groups.

Special discounts and agreements for higher education institutions are far from unique, and in fact are the norm, particularly IT purchases. It is sometimes possible for state government to use the university contracts once they are in place, but issuing joint contracts or allowing the state to lead the efforts results in everyone getting higher state government pricing, instead of the lower higher education pricing. Additionally, most major IT vendors have completely different sales channels for higher education and state government, with different sales

representatives, approval processes, and pricing strategies. If a state-managed master contract allows better pricing for the universities than we are able to get on our own, then we are currently using it. Requiring the use of all DAS contracts would result in higher costs to the Regent institutions.

Public Works draws three conclusions about state and Regents procurement.

- 1) Regents should be required to purchase from master contracts, except in unique circumstances.
- 2) Based upon their analysis of central state government agencies, it would appear that the Regents could save 5 to 10 percent for goods purchased via various master contracts.
- 3) Regent institutions have not shown a cooperative spirit through joint contracting.

Public Works cites the fact that DAS has experienced 1.5 to 27 percent savings due to volume discounts. It should be noted that these savings were results of contracts the Regent institutions had already developed. The savings was significant to the State; however, the Regent institutions only gained 1 to 2 percent additional savings by increasing the volume.

Collaborative Purchasing

We pursue collaborative contracting wherever possible.

Collaborative contracting is a process of comprehensive analysis, communication and collaboration. For more than 25 years, the Regent institutions' purchasing management has met with the purchasing management of the DOT and DAS (formerly DGS) in Inter-agency Purchasing meetings on a quarterly basis. Other state agencies have participated over the years as well, including ICN and Iowa Prison Industries. DAS resumed attending these meetings in late 2008 after a two-year hiatus.

Cooperative purchasing has always been a focus and topic at these meetings. We have worked cooperatively with state agencies and developed many collaborative contracts that benefit all parties. We have established several joint Regents or institutional contracts which benefit and are used by the DOT and DAS. We also benefit from some DOT and state contracts. The Regent institutions have worked together for more than 20 years to combine volumes and develop joint Regents contracts.

In the mid 1990's a nonprofit organization known as the Iowa Biotechnology Association was formed from efforts of the Iowa Business Council and Biotechnology Purchasing Committee. Its members included private for profit businesses, public sector organizations and the Regents' universities. As part of the organization, a purchasing consortium was formed to find a way to reduce costs for the firms promoting biotechnology in Iowa, many of which were small businesses. To move this effort forward, Iowa State University purchasing representatives helped write an RFP for a laboratory supplies and laboratory casework contract, using a successful strategic sourcing model the Regent institutions had previously utilized.

The resulting contract provided significant cost decreases for the emerging private biotechnology firms while reducing the institutional costs by an additional 1-2% from the steep discounts we were already receiving, some as high as 78% on chemicals. The State of Iowa through DAS is also a member of the IBA and the entire state has benefited from this contract. This same model was later used to develop an IBA office supplies contract, which was equally successful.

The Regent institutions also have access to contracts established by several large buying organizations. E&I Cooperative is the buying cooperative affiliated and formed by NAEP (National Association of Educational Procurement) to serve over 1800 colleges, universities and hospitals. E&I has several hundred competitively awarded contracts available to its members. We can also access contracts developed by the Western States Contracting Alliance (WSCA), Midwestern Higher Education Compact (MHEC), Provista, Novation, U.S. Communities and others. In addition, we have access to the Big Ten Purchasing Consortium (CICPC).

Opportunities for savings are being reviewed by the IT Task Force, the Green Products Task force and the Emergency Disaster Recovery Task Force set up by the Inter-agency Purchasing group. The savings potentials should be defined by January 2010. In addition, the State could immediately gain savings by joining the Regents Express Freight Master Agreement, Dell Computer, Recycled Paper and UIHC's Novation GPO contracts. The Express Freight Master agreement, VMWare and recycled paper could save the state an estimated 10-20% depending on the specific agreements the state accesses. A specific analysis of the State's product pricing would need to be completed to determine the actual savings. The recycled paper, Dell and GPO contract opportunities have been offered in the past, but have not been acted upon by DAS. The recycled paper contract is by truckload and requires storage and distribution by DAS.

With all the volume national group purchasing organizations (GPO's) can bring to the table, it might be reasonable to assume that these GPO's have the best pricing available. The reality is that many times the pricing our institutions can obtain individually or together under joint Regent contracts is superior to the pricing of GPO's.

In addition many larger organizations' contracts require suppliers to make smaller shipments to numerous members, which increase the suppliers' costs. This same situation can impact opportunities to work with DAS, which represents many state agencies, counties and municipalities, ultimately resulting in smaller shipments to a greater number of locations. For example, in contrast to shipping cartons of paper to the state, the Regent institutions can accept truckload quantities of recycled paper, thus achieving better pricing.

We obtain excellent pricing through efficient and timely handling of vendor invoices. Pricing by suppliers factors in many variables; risk of doing business, familiarity with an entity, experiences, difficulties, or trust.

The strategic sourcing effort the State contracted with AT Kearney was an excellent opportunity to benchmark pricing on Regent contracts. Just prior to the start of FY06, the State of Iowa and

Governor Vilsack were approached by a consultant who predicted millions in savings by teaching the State how to perform strategic sourcing. This process validated Regents joint procurement contracts, identifying them as some of the best in class or occasionally the best pricing the consultants had seen in the country. This and our own benchmarking within higher education substantiate that we are doing the right things and our strategic sourcing efforts are paying dividends.

Strategic sourcing is more than aggregating volume. It involves thorough analysis of the supply chain distribution model, competitiveness within the marketplace, product selection to meet organizational goals, and the value of the customer to the supplier.

Challenges to Cooperative Purchasing

Through the successful implementation of strategic sourcing practices over the past 25 years, it is apparent that not all acquisitions are candidates for volume purchasing and many other variables factor into the process. An analysis of Regent procurement practices and research in this field indicates the following practices lead to cost savings:

- ✓ Trust – Suppliers need to know they will be treated fairly; that their prices won't be shopped around; they won't be forced to accept financial hardship; they have an equal opportunity to do business; they will be given consistent and accurate information; and the buyer will uphold their contractual obligations. Contracting requires responsibility and accountability of both parties.
- ✓ Aggregate volume is not a major factor in pricing but the shipment size may be. Logistics and overhead are part of the cost of goods. Being able to buy in bulk will reduce prices. Buying high volume of items shipped to various locations will not result in best pricing.
- ✓ Competition – It is not enough to competitively bid; there needs to be a winner for competition to positively affect pricing. Multiple awards provide no incentive to provide competitive pricing.
- ✓ Recognized procurement authority – Central procurement for an organization is significant in reducing pricing and costs. Suppliers know when they must provide the most competitive pricing; volumes can be aggregated; some standardization can be accomplished; and a level of trust can be built over time.
- ✓ Prompt payment – Suppliers must compete and can't afford to invest their tight resources in receivables. Developing administrative efficiencies in operations can create the ability to benefit from prompt payment incentives and pricing.
- ✓ Contract compliance can be achieved through providing the best option by meeting the needs of the customers that procurement represents. Benefits of excellent pricing cannot be achieved if the contracts are not utilized. The contracts must meet the needs of the department or agency and procurement must be able to market the contracts and provide easy access to them.

What doesn't work in a centralized sourcing model?

- ✓ Too many distribution points will minimize the value of annual volume as it carries a cost. This depends on the product, geographic locations, and ability to store larger quantities.
- ✓ A lack of necessary skills or knowledge of the marketplace or products. The supplier relationship must be created on mutual trust. A supplier will not deeply discount if it needs to cover risks of doing business.
- ✓ Too many multiple awards create an environment that everyone wins so there is no incentive to reduce pricing.
- ✓ Too much delegated authority may undermine the efforts to aggregate volume and standardize on certain products that have a strategic value.
- ✓ Price is not always the most important factor in procurement. Quality and value can have more significance in procurement criteria. This is especially true for higher education which is in a highly competitive environment; competing for and retaining the best students, faculty and staff. Higher education also competes rigorously for research grants so the quality of equipment, materials, and facilities is critical.
- ✓ We caution that mandating the use of master contracts in a public environment is an oversimplification and could have unanticipated consequences. While the concept seems logical, the implementation of such a practice would require additional resources to manage contract compliance as well as managing a waiver system for all exception requests (see the recent presentation to the legislators by DAS and their request to hire additional FTEs to support this effort).

University of Iowa

The University of Iowa is prepared to continue working with the State in order to achieve cost savings beneficial both to the State and the Regent Institutions. Collaborative procurement has been the benchmark of our performance for many years. As a member of the Regent institutions, we have worked cooperatively with our sister institutions as well as with DAS, DOT and other State agencies, and we will continue to do so.

Educational discounted pricing is just one reason why mandating use of State master agreements is not feasible. UIHC purchases the majority of their medical supplies and pharmaceuticals from a medical group purchasing organization which provides pricing the State cannot access. In addition, there are times when joint agreements would cost more than individual agreements.

The University of Iowa's annual procurement expenditures were \$651 million in FY09. This included general goods, research equipment and supplies, UIHC medical supplies, professional services, bookstore purchases, flood expenses, athletic travel and equipment and various other expenses. Approximately 7% of this total is from general educational funds (GEF). Approximately 65% or \$424 million is purchased through joint Regents, State, group purchasing organizations (GPOs), consortium, and campus master contracts. In addition to the State Master Agreements, the Regent joint contracts include the following commodities: computer hardware, auto glass/repairs, fleet overflow vehicle rentals, hazardous waste disposal, janitorial supplies, milk products, moving services, software licensing, procurement card services, recycled and rough paper and express freight.

The remaining 35% or \$227 million in spend is comprised of spend for athletics, flood recovery and mitigation, animal care, construction, bookstore operations, federal subcontracts, professional services, travel, one-time and sole source procurements. Professional services are very specific to the needs of the University and are services that cannot be provided by University staff or State agencies. An example where cost savings would be impossible is air travel. In the past, airlines have refused to provide institutional discounts or consortium contracts. Recent discussions with representatives from the major carriers confirmed this will be true for the near future. In addition, athletic purchases are driven primarily by NCAA rules, collegiate sports, and specific game and bowl travel. Overall, analysis of these expenditures provides very little opportunity for additional savings from volume based contracting.

An analysis of DAS master agreements is regularly performed. The University currently participates in 10 DAS master agreements where the pricing was favorable for a total spend of almost \$6 million. The majority of DAS contracts are for products and services that SUI does not purchase or the contract price is higher than what SUI is currently paying from other group purchasing contracts or our own Master Agreements. Analysis of 4 random DAS contracts for scanning services, fire safety sprinklers, VMWare and maintenance agreements showed an increase in 2 to 15% or a \$250,000 increase in cost to the University of Iowa if required to use those master agreements. Utilizing this analysis to apply to other UI master contract spend, mandating the use of DAS contracts could potentially cost the University an additional 5% or \$5.4 million.

Over the past several years, the University of Iowa has participated in a multitude of cost cutting measures related to strategic procurement. In fiscal year 2009 alone, over \$12 million has been saved. The savings are derived from strategic sourcing efforts which include transferring purchases to Master agreements, negotiating additional rebates, volume discounts and standardization on products.

The University of Iowa also participates in a group purchasing consortium with the other Big Ten Institutions called the Committee on Institutional Cooperation Purchasing Consortium or CICPC, using volume and standardization as the basis for additional savings. Since 2000, the University of Iowa has purchased over \$16.8 million from CICPC Master Agreements, with a savings of \$1.1 million or an average of 7%. The combined volume of all the Big Ten Institutions offers the University of Iowa the largest savings opportunity when compared to State Master Agreements for IT equipment, maintenance agreements, software purchases, office supplies, scientific supplies, and other products that institutions more similar to the University of Iowa procure. The University of Iowa has specifically chosen to combine our volume for office supplies and scientific supplies with state agencies and Regent institutions to help secure the best prices for the state of Iowa. The CICPC contracts would offer an average of an additional 3-6% savings with our combined volume. The additional cost to the University of Iowa for choosing to participate with the state is roughly \$500,000.

UIHC hired a consulting firm, The Renoir Group, in 2003 to consolidate and standardize medical purchases. The hospital has saved nearly \$23 million since implementing many of the supply chain opportunities identified in the 2003 engagement. The savings numbers are cumulative and include one time savings on capital purchases as well as on-going reductions in operating expenses.

The University of Iowa utilizes technology to provide direct access to electronic catalogs and pricing, allowing search and price comparison functionality within the procurement system. We understand the importance of encouraging and directing multiple departments towards Master Agreements. Lowest price is not always the only factor in migrating departments to use Master Agreements. We have chosen to use technology to make the procurement process as easy and efficient as possible. This technology can be made available in a consortium fashion to the State of Iowa by connecting to UI's system or by purchasing a separate license using UI's software discount. The conservative net savings generated from the implementation of the "spend director system" (SciQuest) is estimated to be 7-10% of total expenditures from this contract compliance afforded by the software and 5-7% from salary savings, one time contract negotiations, vendor rebates and office expenses. In addition, the SciQuest electronic bid system could save the State time and resources and would also be available for purchase through the same consortium discount offer.

Spend analysis of the University of Iowa purchases:

Purchase Order Spend	\$ 589,872,676.19
Procurement Card Spend	\$ 61,933,309.81
Total Spend	<u>\$ 651,805,986.00</u>

GPO and UIHC master agreements	161,424,197	24.8%
Regents master agreements	143,189,477	22.0%
Campus master agreements	108,148,524	17.0%
State master agreements	5,989,235	1.0%
Other consortium	3,213,964	0.5%
Iowa Prison Industries	1,201,466	0.2%
CICPC master agreements	829,756	0.1%
Total	<u>\$ 423,996,620</u>	65.5%

CY09 SUI Purchasing Accomplishments (previous years accomplishments are attached)

System Implementations/Process Improvements Resulting in Measurable Cost Savings ~\$12M

- **Purchasing Master Contract Negotiations/Competitive Bid Savings (Includes UIHC):**

Savings is derived from strategic sourcing efforts which include transferring purchases to master agreements, negotiating additional rebates, volume discounts and standardization on products.

- FY09 - **\$10,044,644**
- FY10 - **\$788,694**

- **eBuy: (Implemented May 09 – 1 yr post production projected savings)**

- Renegotiated/Redirected Spend Contract Savings **\$100,000**
- Technology Fee **\$150,000**
- Recouped contract savings - **\$10,000**
- 1.75 FTE reassigned work - **\$100,000**
- MIGS – mainframe expense
- Transitioned Check payments to Ghost/Credit Card
 - Increased Rebate/Revenue - **\$80,000**
 - Scanning Cost Savings - **\$10,000**
 - Invoice Data Entry Savings- **\$10,000** - With the implementation of the ghost card PO vouchers have been reduced by 1342/yr or 53.68 groups per year. This saves about 1 hour of processing time per week.

- **Procurement Card/ProTrav/Travel:**

- PA/Auditor Issued PA cards used to process supplier payments as opposed to check resulting in increased rebate/revenue share - **\$45,000**
- Eliminated cost of processing checks for referred to above payments (.95 cents per checks saved equated to # of transactions 1005) - **\$1,000**
 - Procurement Card Cash Cards (OFSA & Research Subjects)- Reduced expenses associated w issuing cash advances - **\$20,000**
 - Transitioned ~60% of expenses dispersed through cash advances to actual p-card transactions through this program - \$96,000 transitioned – equates to increased rebate of **\$1500**
- Renegotiated Procurement Card Contract (October 2008 – October 2011)
 - Resulting in improved rebate revenue share **\$132,000 per yr +\$100,000** signing bonus
- Required Scanned Attachments - **\$10,000**
- Freight Transition
 - Eliminate Software/Supplier –Data2Logisitics - **\$46,000**
- Increased Rebate Revenue - **\$20,000**
- Copier/Lease Transition to PCard –FY09 to date =~\$12M
 - Increased Rebate Revenue - **\$198,000.**

- **PeopleSoft –Items/ ePro Savings:**

- Flex Spend transition payment from check to ACH - **\$9,000**
- Eliminated duplicate copy of capital equipment voucher report to campus - **\$2,000**
- Eliminated copies of invoices for FSG and Animal Care - **\$2,000**
- For orders with PS items and receiving required, if the voucher is greater than \$10,000 voucher is not printed - **\$5,000**

- **eBid: (Implemented May 08) Savings:**

Realized cost saving from the following; **\$50,000**

- Eliminated issuance of paper bids
- Exclusive Electronic Bid Response
- Process efficiency gains recognized through electronic bid response review and award

As noted earlier, Regent Institutions have been utilizing strategic sourcing methods including volume purchases on their respective campuses as well as with each other and state and local agencies. UI offers various agreements to the local Iowa City Community School district and has partnered with UNI on a prime food agreement that has saved each institution 2-6% from previous agreements. Quarterly, UIHC submits their purchasing data to the GPO, University HealthSystem Consortium (UHC). According to UHC, UIHC's pricing is very competitive compared to other hospitals of similar size. Volume agreements are only beneficial up to a certain amount of joint spend. The threshold where the total volume no longer applies is dependent on the commodity. The joint purchasing agreements that are currently in place are a significant accomplishment and demonstrate the Regents ability to work cooperatively in a voluntary environment. Quarterly meetings with DAS, DOT, ICN, IPI and the Regents will continue to be utilized to discuss joint procurement opportunities where it makes sense to do so. It is our opinion, that a 5-10% savings from additional volume purchases would be difficult and unsupported by actual analysis of UI data; given that most of our contract prices are already very competitive.

Iowa State University

Procurement in higher education has evolved over time from a transactional process to strategic support of critical enterprise objectives. The procurement function has a direct impact on the successful completion of campus-wide projects, maximization of university resources, compliance, and maintaining positive public perception. Iowa State University procurement strives to be best-in-class in higher education and competitive with the highest performing supply chain organizations in private industry while maintaining the public trust. Procurement strives to strategically maximize the institution's resources through: 1) leveraged, innovative supply chain management initiatives; 2) spend management through strategic sourcing contracting programs; 3) E-procurement solutions and administrative efficiencies; and 4) implementation of process improvements through technology.

The Procurement Organization

The purchasing department is responsible for: purchasing goods and services; maintaining procurement records; qualifying suppliers and maintaining a master list of prospective suppliers; ensuring that goods and services are competitively selected; and ensuring compliance with state and federal regulations and laws. In carrying out these responsibilities, the purchasing department must strive to obtain the maximum value for each dollar expended; assist faculty and staff in the procurement process; encourage social responsibility; promote the university's mission, and foster fair, ethical and legal trade practices that develop a strong supplier community and promote public trust in Iowa State University.

The purchasing department operates on a very lean budget model and benchmarks with its peers within higher education on a consistent basis. Operating efficiencies are necessary to provide value to the institution and protect the public trust. Efforts to streamline processes and eliminate non value added activities have been occurring for many years.

Spend Management

Spend management is an important function of procurement. Leading research in the procurement field suggests that an organization benefits financially as the percentage of spend managed by procurement increase. Spend management includes: 1) analyzing enterprise spend; 2) identifying opportunities to leverage spend; 3) soliciting competition and structuring contracts to obtain greater discounts and other value added contractual concessions; 4) developing and maintaining appropriate and beneficial supplier relationship; and 5) continuous contract management to ensure compliance, performance, and relevance.

Performance indicators of best-in-class private sector organizations show that procurement manages >70% of the total spend. Iowa State University procurement has been consistently managing 65% - 71% of university expenditures. ISU spend is total expenditures less salaries, scholarships, and debt payment. The spend not managed by procurement is capital construction and federal subcontracts as these are managed elsewhere within the university.

Spend management through strategic sourcing contracting is necessary to maximize resources. Iowa State University has been utilizing this model of leveraging its spend since the 1940's. During FY09, 65.5% of procurement spend was on strategically sourced (leveraged and competitively awarded) contracts. Much of the remaining spend (~ \$89 million) represents unique and/or one-time procurements indicative of the needs of a research institution.

In addition to effective spend management practices, administrative efficiency is necessary for good stewardship of public funds. Iowa State University procurement has been implementing programs, technology, and practices over the years to provide effective outcomes with increased efficiency. The cost to process a dollar of spend through central procurement is .0055 or about ½ cent. This is consistent with benchmarks in the private sector.

Procurement in higher education is also unique as it manages spend from various funding sources. Only a small percentage (11.5%) of ISU's spend comes from state resources (General Fund). 9.3% of expenditures were capital funds, 12.8% federal and private grants, and 66.5% were self-generating funds. Various funding sources require knowledge of procurement requirements beyond any state requirements such as FAR, OMB A110, Homeland Security, etc. As previously mentioned, the needs of higher education are different from state government. It may appear to be a simple thing to aggregate volume of similar items but the goals of each organization must be paramount. There are differences in our specifications and requirements. We purchase food that has a quality suitable for the students, and we house in an effort to improve retention. There may be a different goal and a different level of quality than the state buys for its prison system. The same can be said of rough paper products. We may buy a higher quality of rough paper for the students we house than is used in prisons. We may buy organic food grown locally both to enhance sustainability and from a student preference perspective, while the state may not. Cost containment is a focus, but pursuit of cost savings does not outweigh the value and suitability factors to meet university needs.

The needs of state government are largely different from higher education. A review of 635 state contracts listed on DAS website indicates that a major objective for state contracting is to provide local access to certain contracts for the benefit of the agency using the goods or services. 129 of the 635 contracts reviewed were location specific, including 37 for gas/fuel, 24 for lumber/related products, 22 for dairy products, 15 elevator maintenance, 11 bakery goods, and 5 WW Grainger (WSCA) contracts. This is also evidenced by 168 of 635 contracts that were multiple awards from one RFP or priced at time of order. These include 10 Architectural and Engineering consultants, 54 auto parts/repairs/OEM parts, 5 cell phone providers, 9 printer contracts, 4 employment services, 7 building automation contracts, and more. The state needs to provide access to its many agencies and subdivisions so their work can be carried out efficiently. However, this presents a strategic dilemma for state procurement. Does or can one sacrifice efficiency and access for savings? Can or does standardization on products make sense? How can volume dispersed to so many locations create the savings by adding volume?

The analysis of the 635 state contracts found on the website indicates that DAS is using 9 joint Regent or IBA contracts. This is a positive indication that there are some areas where

combining volume can be beneficial. However, the analysis also showed that an additional 209 contracts were needs based for state and local government only. 39 contracts represented similar needs with our institution, but we had obtained better pricing or the requirements were different enough to make a difference. ISU is using some DAS contracts as shown on the attached exhibits. Tables 1 and 2 of the ISU Procurement Spend Analysis – FY09 present the details of spend on these collaborative contracts.

Administrative Efficiencies

Iowa State University purchasing strives to create administrative efficiencies in its operation through technology and best practices in procurement. Internal efficiencies enable purchasing to reallocate resources internally to respond to higher value-added activities. As a result of process improvements fewer support staff were needed, improved access and faster processing requisitions was achieved, reduced paper copies saving supply cost and postage, and improved tracking of requests. The number of actual purchase orders written has decreased by 84% (68,309 to 10,897) from FY01 while expenditures have increased 60% to \$265,805,781.

The purchasing card program continues to provide efficiencies through the delegation of low-dollar procurement activity. It enables faculty and staff to release against volume pricing agreements and make payments on-line. It provides a global delegated procurement methodology available 24/7, which is necessary for a research institution.

Purchasing adds value when it works closely with the researcher or staff member to provide effective solutions and exceed original expectations. Involvement from planning through contract management is essential for measurable results. Purchasing needs to be flexible and responsive to new technology and best business practices to ensure our institutions are responsive to the competitive environment in which they exist.

Summary of process improvements in ISU purchasing:

- o Designed and implemented a fully enabled web-based requisitioning workflow system.
- o Implemented a purchasing card program for delegated authority on campus. Designed and implemented a fully functional p-card reconciliation system to download transactions nightly and ensure integrity and accountability in the program.
- o Converted contract & blanket order processing to web-based requisitioning system eliminating the triple handling of over 3,000 documents.
- o Electronic notification to departments of the placement of orders
- o Imaged purchase orders available campus viewing
- o System faxing of purchase orders to suppliers eliminating postage & printing costs

- Post all bid solicitations on website and notify vendors via email. Vendors download bid documents from website and submit responses electronically to the quote desk manager.
- Scan attachments to purchase orders and requisitions eliminates about 15,000 copies and manual process of mailing.
- Implemented an online vendor application form eliminating mailing to vendors.
- Implemented an online vendor catalog and paperless e-procurement process. This reduces higher-cost off-contract spend and the number of invoices to be processed.
- Modified the p-card reconciliation system to pull in Level III detail from merchants which improves accuracy and reduces entry work for departments.
- Created an online p-card renewal training so cardholders are able to access training at their convenience and reduces training time associated with 2100 cardholders.
- Created a database of insurance certificates. The most efficient feature includes a program that identifies certificates that have expired so notification can be sent to contractors before they do work on campus.
- A university-wide procurement list serve was created to provide immediate information to the campus regarding procurement contracting initiatives, process or policy change, or scam alerts.
- The contract renewal process was re-engineered to accommodate multi-year agreements, eliminating the needs to annually process every contract and provides for better pricing if suppliers need a longer commitment to recover their investment.
- Conduct Vendor Orientations on campus for Targeted Small Businesses and Iowa businesses to assist them with doing business at Iowa State University.

Iowa State University purchasing is dedicated to providing support for our organizations goals. We continually strive to maximize resources and maintain the public trust in our university. ISU purchasing has received the Achievement in Excellence in Procurement Award from the National Purchasing Institute for five consecutive years. ISU is one of only 21 higher education agencies in the United States to receive this award for FY09. The criteria of this award are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

It is our dedication to best practices, maximizing resources, and public trust that is the motivation to continually work with our colleagues in state government for the benefit of all the citizens of the State of Iowa. We welcome and appreciate the opportunity to work together to help achieve results that benefit all parties without hindering another. Over the past 25 years, we have identified where savings exist and taken full advantage of those possibilities. We will continue to review and analyze data to find further savings.

We are committed to the future through continuous process improvement, professional development and benchmarking with peer institutions. The commitment to best practices is foremost in our execution of our responsibilities to the university and to the public. To this end, we will continually provide assistance and remain current with industry trends and best practices.

ISU PROCUREMENT SPEND ANALYSIS - FY09

TOTAL PROCUREMENT SPEND	\$265,805,781	
<i>*Represents 66%-71% of all university expenditures less salaries, scholarships, debt payments Remaining 29% - 34% is capital construction, travel, library acquisitions, research subcontracts</i>		
SPEND ON 'MASTER' CONTRACTS	\$174,368,592	
Joint Regent & IBA Contracts		\$14,797,786
State (DAS) Contracts		\$2,765,794
Other: Consortium, University/Dept Specific		\$156,805,012

**See Attached Details: Table 1: Joint Regent/IBA Contracts,
Exhibit B: State Contracts, and Table 3: University Contracts*

INTERNATIONAL SPEND (Study Abroad Programs) \$2,405,759

SPEND ON PURCHASE ORDERS & P-CARD \$89,031,430

**See Table 4 for detailed spend analysis*

*** Some of P-card spend is on 'Master' Contracts*

TABLE 1
ISU SPEND - FY09
JOINT REGENT/IBA CONTRACTS

Commodity	Type	Vendor	Availability	Spend
Auto Glass Repairs	Regent	Auto Glass Center	Regent Institutions	\$6,088
Book Binding	Regent	HF Group	Regent Institutions	\$108,080
Computer E/S	Regent	CDW-G	Regent Institutions	\$1,226,719
Computer E/S	Regent	Forsythe	Regent Institutions	\$747,344
Copier Cost Per Copy	Regent	Ikon	All State Agencies	\$117,384
Copier Purchases	Collaborative	Ikon	All State Agencies	\$485,903
Copy Paper-Recycled	Regent	JP Gasway/Xerox	All State Agencies	\$437,222
Electrical Lighting	Regent	Stitzell	Regent Institutions	\$191,114
Electronics Recycling	Regent	HTR	Regent Institutions	\$4,114
Fleet Overflow Vehicle Rental	Regent	Enterprise	All State Agencies	\$2,273
Fluorescent Lamp Recycling	Regent	HTR	All State Agencies	\$12,159
Freight (FedX, UPS)	Regent	FedX, UPS	Regent Institutions	\$193,062
Hazardous Waste Disposal	Regent	Pollution Control	All State Agencies	\$118,123
Lab Casework	IBA	Thermo Fisher	State Agencies/IBA	\$166,422
Office Supplies	IBA	Office Max	All State Agencies/ IBA	\$1,013,324
Office Systems Furniture	Regent	All-Steel	All State Agencies	\$1,185,404
Paper Tissues/Towels	Regent	Baker Paper	Regent Institutions	\$508,650
Power Plant Chemicals	Regent	Nalco Chemical	Regent Institutions	\$443,343
Professional Services	Regent	Ethics Point	Regent Institutions	\$8,457
Scientific E/S	Regent	Agilent	Regent Institutions	\$418,573
Scientific E/S	Regent	Percival Scientific	Regent Institutions	\$62,723
Scientific E/S	Regent	Varian	All State Agencies	\$294,818
Scientific Supplies	IBA	Thermo Fisher	All State	\$2,561,733
Software-Microsoft License	Regent	Microsoft/Zones	Regent Institutions	\$529,213
Travel Agencies	Regent	Travel & Transport	Regent Institutions	\$3,955,541
				\$14,797,786

**TABLE 2
ISU SPEND - FY09
STATE OF IOWA PURCHASING CONTRACTS**

Commodity	Type	Vendor	Spend
Batteries/Auto Supplies/Tires	DAS	Various	\$22,851
Fleet Card	DAS	Wright Express	\$379,735
Gasoline/Diesel Fuel	DOT	Various	\$1,089,527
Mail Services	DAS	Mail Services Presort	\$39,786
Elevator Maintenance	DAS	Schindler	\$11,719
Safety Glasses	DAS	AO Safety	\$13,982
Vehicles	DAS/DOT	Various	\$1,208,194
			\$2,765,794

TABLE 3

ISU SPEND - FY09

OTHER: CONSORTIUMS/COOPERATIVES/UNIVERSITY SPECIFIC CONTRACTS

TOTAL SPEND FOR FISCAL YEAR 09

\$156,805,012

Major types of commodities covered under these contracts:

- Advertising
- Coal
- Food for Dining Centers
- Construction Time & Material Contracts
- Employee Benefits
- Pest Control for farms & residence halls
- Computer hardware- Dell Remarketing Agreement
- Research Equipment Service Agreements
- Lab Chemicals
- Asbestos Abatement
- Building Automation
- Access Controls for Buildings
- Oligo Production
- Linen rental & laundry services
- Smart card laundry equipment/service
- Genotyping
- Communications E/S
- Veterinary Pharmaceuticals
- Biochemicals
- Test Kits for Veterinary Diagnostics
- MRO supplies
- Background Checks
- Pour Rights
- Nike Contract
- Ash Disposal
- Elevator Maintenance for residence halls
- Doors & Hardware for residence halls
- Public relations/ad agency

TABLE 4
ISU SPEND - FY09
ON PURCHASE ORDERS & P-CARD

TOTAL SPEND: **\$89,031,430**

**Note: ISU bid threshold is \$10,000 indicating that most of this spend is competitively awarded.*

Veterinary Equipment/Supplies/Pharmaceuticals	\$1,744,787
Research Animals/Livestock/Animal Feed/Bedding	\$2,414,117
Scientific Testing Labs	\$700,774
Athletics (NCAA) Equipment/Supplies/Services	\$1,949,262
Building Repairs & Small Construction	\$11,665,168
Professional Services/Research Consultants-Collaborators	\$5,358,909
Farm Equip/Chemicals/Fertilizer/Seed/Research Plot Use	\$2,627,994
Student Services/Support/Teaching Aids	\$354,551
Museum Art	\$14,667
Research & Educational Software & license fees	\$3,066,104
Advertising in Educational Journals	\$444,448
Furniture-Dorm/Classroom/Specialty/Repairs	\$2,049,534
Conference/Interview Expenses	\$2,540,291
Food-Dining Centers - Specialty	\$814,722
Equipment Repairs	\$466,081
Mail/Postal E/S	\$20,209
Publications/Periodicals/Reprints/Page Charges/Subscriptions	\$376,212
Lab Equipment & Supplies not on contact	
Misc Lab supplies	\$2,521,815
Spectrometers	\$1,911,973
Optics	\$1,009,227
Analyzers	\$664,486
Chromatography- Liquid & Gas	\$704,654
Microscopes	\$488,076
Lab Instrument Repairs	\$316,173
Ultra-Low Freezers	\$253,783
Incubators	\$234,404
Lasers	\$194,872
Shakers/Mixers	\$150,478
Electron Microscopes	\$141,700
Microtomes	\$136,964
Ovens/Furnaces	\$119,301
Baths	\$242,097

Heaters	\$710,460
Pumps	\$44,482
Autoclaves/Sterilizers	\$43,988
Fume Hoods	\$42,838
Thermal Cyclers	\$42,351
Centrifuges	\$31,335
Cryogenics	\$15,082
Purifiers	\$14,837
Lab Chemicals (Specialty)	\$169,681
Biochemical - Enzymes	\$127,965
Radioisotopes	\$25,638
Controlled substances	\$1,958
Computer Hardware/Specialty/Repairs/Maint.	\$2,116,357
Computer Suppliers/Peripherals - Specialty	\$186,290
Electronics Components for research	\$664,081
CNC Machines	\$248,326
Freight - Misc	\$47,519
Building Maintenance/MRO	\$498,970
Lease through Purchasing	\$237,954
Telecommunications E/S - Misc	\$178,218
Public Security E/S - Misc	\$231,629
Industrial Equip/Supplies/Chemicals	\$284,244
Radio Communications/pagers	\$120,544
Vehicle Repairs	\$172,291
Power Plant - Misc	\$134,002
Printing Equipment/Supplies	\$137,287
Grounds & Lawn E/S	\$509,573
Greenhouse E/S	\$161,620
Rental Services	\$168,661
Broadcast/Satellite E/S	\$171,134
Metal Fabricating	\$44,669
Office - Misc	\$43,490
Boats/Marine	\$6,350
Clothing: T-Shirt Specialty	\$55,776
Clothing: Uniforms	\$31,707
Fees, Licenses, Registrations	\$52,056
Maint/Custodial E/S	\$78,323
Compressors	\$76,645
Signs/Banners (includes purchases from DOT)	\$171,221
Projectors/Video	\$93,896

Entertainment Contracts	\$40,708
Library E/S	\$35,047
Containers - Misc	\$36,698
Music E/S	\$30,093
Waste Disposal	\$28,342
Paper - Specialty	\$20,876
Laundry E/S misc	\$25,963
Linens (Memorial Union Hotel)	\$14,155
Art E/S	\$14,383
Portable Restrooms	\$13,656
Guns/Ammunition	\$12,751
Appliances	\$10,155
Aviation E/S	\$1,350
P-card - Misc	\$20,856,431
Purchase Order Misc. including Services	\$13,999,541
	\$89,031,430

University of Northern Iowa

The University currently participates in joint contracts with State agencies where appropriate and possible. In addition, the University is currently participating in three different task forces to seek opportunities for collaboration and savings; Emergency Disaster Recovery Task Force, Green Products Task Force, and the IT Task Force.

The University continues to work closely with the Regents to identify and evaluate areas where additional joint agreements are possible and make sense such as cleaning supplies and furniture purchases. Recently, we have joined with the University of Iowa to improve our pricing with our Prime Food Vendor, Martin Brothers, amounting to a savings of \$35,000 - \$50,000 in FY 2010 and also for a student housing system resulting in a savings of approximately \$20,000. Future goals of the University include use of the SciQuest system and possible use of the University of Iowa's ProTrav system to increase efficiencies in the processing of travel and procurement cards.

Mandating the use of master contracts could be costly to the Regent Institutions both based on a potential increase in pricing along with the need for additional resources to manage contract compliance.

Educational discounted pricing is not the only example of where joint master agreements would need to be an exception. UNI and other Regent institutions have unique needs that may not be applicable to State agencies such as research equipment and athletic supplies and equipment. Joint volume is not the only determining factor in obtaining the best pricing. Although many State agencies utilize the same coal and limestone to burn the coal, different agencies have different regulatory requirements. The vendors have also specifically requested that we bid these separately rather than as a combined group. There are other items purchased specifically for resale that must be tailored to the student's preference or jeopardize losing revenue.

The University of Northern Iowa has noted an annual spend of \$112 million of which \$30.7 million has been purchased through POs and another \$6.6 million through procurement cards. Of the \$30.7 million, seventy-five percent has been purchased through competitive bidding specifically at UNI, by the state, as a joint Regents bid or through a GPO or consortium. The remainder of the total spend identified includes items such as travel, library expenditures, performers for the Gallagher-Bluedorn Performing Arts Center, employee reimbursements and competitively bid items or services that were not processed through a Purchase Order.

The University of Northern Iowa would fully support partnering with other State Agencies in other areas that would be beneficial to both parties and may include contracts such as the Prime Food Vendor along with other smaller food purchases, travel, procurement card agreement, milk products, freight, and computers.

Purchase Orders Spend FY 2009	\$30,723,527	
Procurement Card Spend FY 2009	\$6,602,371	
Total Purchase Orders and Procurement Card Spend	\$37,325,898	
UNI Competitively Bid	\$18,606,216	60.56%
State Contracts	\$511,778	1.67%
Joint Regents - includes Educational Discounts such as Apple Consortium	\$3,159,802	10.28%
Iowa Prison Industries	\$474,533	1.54%
	\$460,577	1.50%
Total Dollars purchased on POs through competitively bid	\$23,212,907	75.55%

UNI has also implemented a number of procedural improvements that have resulted in savings, primarily in the form of staff resources, but also includes actual savings or increases in revenue. In the last year, UNI has implemented ACH disbursements for payments issued to employees and students and a limited number of vendors. This has resulted in a savings of over **\$7,700** (8,119 ACH disbursements @ \$.95/ck) in materials alone, plus staff time to process the checks are implemented for all vendors. Additional savings have been realized with the conversion of many direct payments to procurement card during the last three fiscal years, reducing staff efforts to process the invoices and issue payments and resulting in an increase in procurement card rebate of over **75%**. The benefit of these changes has allowed us to process an increase in total spend of approximately **20%** and reduce staff resources by **one FTE**. Additional examples are included in our attachment. that has been reallocated to other priorities. Future savings are planned as ACH disbursements

PUBLIC WORKS - Centralized real estate leasing and property management

PUBLIC WORKS - Sale of unused and other under-utilized assets, albeit contingent upon current market status and values

We support Public Works recommendations. The Regent universities support Public Works recommendation for regularly reviewing all leases, facilities and property. This has been occurring on the Regent campuses for a number of years and information is annually reported to the Board of Regents in the Annual Facilities Governance Report each year. (Most recent report:

http://www.regents.iowa.gov/Meetings/DocketMemos/09Memos/feb09/0209_ITEM11.pdf)

The Board policy requires a broad overview of the facilities at each of the Regent institutions, the condition of these facilities with a focus on accountability and effective stewardship. The Regents currently manage 4000 acres on-campus and nearly 1,000 acres off-campus (excluding farm acres) and 35.3 million square feet of space primarily located on the five Regent

campuses but also at a number of other locations around the state to meet programmatic needs. Academic./research/administrative facilities total approximately 17.3 million of the total square footage. Categories of other facilities include University Hospitals and Clinics, residence systems, agricultural experiment station and self-supporting operations, including students unions, parking systems, etc. Each institution has a space and facilities management staff that regularly reviews utilization, makes peer comparisons and assesses the condition of our facilities. (EXHIBIT C)

The Regents have established policies and procedures for the campuses to develop master plans, documenting land use for the past, present, and anticipated future development of the campuses as well as optimal utilization of existing campus facilities. The universities constantly look for opportunities to strategically invest in additional properties, consistent with the master plans. As an example, the institutions may purchase residential houses surrounding the campus for future building sites. Many of these residential properties surrounding the campus produce revenue for the institution in the short term and are rented to students, faculty, staff, sororities and a fraternity. Other institutional properties may have been acquired through gifts and have restrictions on use and disposal.

The Board is responsible for management and control of real and personal property of the institutions under its control pursuant to Iowa Code §262.9[4, §262.10, and §262.11. State law provides the Board with authority to lease properties and facilities, either as lessor or lessee, for the proper use and benefit of the institutions as detailed in Iowa Code §262.9[14]. The Board may, at its discretion, delegate authority to the universities to approve leases.

Authority for approval of leases for the special schools is delegated to Iowa State University, Iowa State University is currently responsible for the overall administration of capital projects at the special schools per Regent Policy Manual §9.

We support Public Works recommendation that the universities effectively dispose of surplus property. If based upon programmatic changes as the institutions accommodate the current budget reductions there no longer is a need for specific real estate or facilities the institutions will recommend to the Board of Regents that property be sold. For example, the reorganization of the Iowa State University Extension program resulted in the termination of several area extension office leases, there has been a reduction and consolidation of facilities in the Des Moines area, and IBSSS has leased portions of their facilities to federal programs. The University of Iowa has liquidated farmland over the past few years as land prices have risen. At the present time we do not have a basis for concluding that two percent of the real estate portfolio could be sold. However, we will review our property inventory and make appropriate recommendations for Board action. Based upon ongoing efforts by the Regent institutions, we believe there are effective procedures to evaluate space/property needs and utilization of current space. We also believe that current real estate is being successfully used or is needed for future campus expansion.

Over the years, individuals or groups have expressed interest in purchase of particular university-owned properties, often because of the recreational or commercial development potential of the properties. The Lakeside Laboratory in Dickinson County and the Rhodes Farm in Marshall County are two such properties. In the past, generally prevailing local and legislative sentiment has not supported the sale of these two properties. However, in light of current budget difficulties, it is not known to what extent this sentiment continues to prevail.

Under current Regent policies whenever lease terms end, a thorough review of the need, alternative space or locations occurs as well as a renegotiation of the terms and conditions. The majority of the leases are programmatic location specific or in the case of ISU's farms, provide specific location, soil or climatic conditions. We have and will continue to review all leases to determine if better terms or conditions can be obtained, particularly when they reach their end. As most leases are binding contracts, renegotiating them in mid-term is unlikely. The Public Works recommendation does not provide supporting information on the basis of concluding \$2.5 million dollars could be saved per year by renegotiating existing leases.

The suggestion that a centralized real estate and property management function would result in significant savings . This will be explored as further information is necessary in order to determine savings. Would such an office have the expertise to manage more than 9,500 acres of ISU farm land used for teaching and research purposes, the specialized medical facilities that the University of Iowa requires or obtain better terms and conditions in the local campus communities when many of the real estate transactions involve individuals who have potential academic and donor interests making the transactions more than just real estate transactions? Since the campuses do not have dedicated real estate staff, it is not clear that there would be savings to offset establishing a new centralized real estate department.

It should be noted that twenty of the University of Iowa's total lease count represent leases accommodating programs displaced by 2008 Iowa River flooding. These leases represent approximately 245,525 square feet of classroom, studio, office & warehouse space.

PUBLIC WORKS - Consolidation of print shops and mailrooms

We agree with Public Works. The Regents have already taken many steps, where prudent, to consolidate printing and mailroom functions and operations. State government eliminated the State Printing Office several years ago, which was a cost savings measure, and allowed the Regent Institutions to manage their own printing more efficiently.

Printing functions have been reviewed and use every opportunity to efficiently provide core printing needs, utilizing emerging technologies to provide costs to the campuses lower than the private sector. Not all university printing services are provided on campus. The outsourced jobs/services are competitively bid when economically beneficial. This has resulted in centralization on the campuses.

SUI and ISU have centralized parcel and postal services, utilize joint Regent and university contracts for expedited freight shipments, and partner with the State Capitol Complex for mail going to state departments. They continue to work for reduced contract prices.

Both SUI printing and mailing services are utilized by the University of Northern Iowa resulting in cost savings. SUI Printing provides copy services for the Iowa City Community School District enabling them to eliminate an in-house print shop and a full-time position. These local and nearby regional opportunities have proven highly cost effective. Further consolidation beyond these geographical limits would not generate savings and eliminate the timeliness necessary in the demand for printing and mailing jobs.

PUBLIC WORKS - Reduction in purchased periodicals and subscriptions

We agree with Public Works and support the review of all periodicals and subscriptions.

Due to budget reductions, the Regent universities have accomplished this review. Periodicals and subscriptions acquired by the Regents universities are for academic and research purposes.

As electronic options become available, Regent universities reduce paper copies.

PUBLIC WORKS - Reduction in use of and expenditure for professional consulting services such as engineers and architects

Professional Services are used by the Regent institutions when necessary. Despite the fact that most of the professional services are short-term in nature to address a particular need or expertise, if it could be determined that it would be more cost effective to the universities and taxpayers to hire full-time staff, we would welcome the savings. The Regent institutions currently evaluate expenditures paid to some consultants, comparing with national survey data and statistical analyses and benchmark data.

The flood of 2008 is an example where consultants were able to provide clean up expertise and labor that was targeted and specialized, leaving the University of Iowa staff free to perform regular duties and assignments at a time when the campus was severely hampered and pressed to return to normal operations.

The universities, through a Regent inter-institutional committee, are investigating potential savings in consulting services.

PUBLIC WORKS - Energy efficiency retrofits for all state buildings

We support Public Works. The Regent universities support Public Works recommendation for regularly reviewing the energy efficiency of our buildings and look forward to collaborating with the OEI to further our efforts to reduce energy consumption per square foot and offset rising energy costs.

All of the universities have set a goal to reduce energy consumption. The University of Iowa has a goal of reducing energy consumption 10 percent per sq. ft. by FY 2010 (from a 2003 baseline). Iowa State University has a 15 percent reduction goal by 2014. This is on top of a 9% reduction already achieved over the past six years.

The universities are committed to ensuring that energy efficiency is incorporated into all construction and renovation projects. Energy efficiency projects in buildings range in scope from installing automatic lighting sensors to retrofitting HVAC systems. The focus is on low cost-high return improvements.

The University of Iowa recently deployed a cross-functional team, Energy Hawks team, with specialists from building maintenance, commissioning, energy controls, metering and energy engineering units to identify opportunities to improve energy efficiency in General Education Fund buildings and laboratories. They are also initiating a fume hood management policy that will employ the latest fume hood technology and laboratory practices to substantially reduce energy consumption in labs. ISU has established a Live Green revolving loan fund, with estimated project funding of \$1 million per year, for projects that produce energy savings within five years. Energy savings are used to pay off the short-term loans for future use by the fund. UNI completes energy efficient projects such as tuck pointing, installation of energy efficient windows and HVAC systems on an annual basis.

Resources are the rate limiting factor in making these improvements. Since we must spend money to save money, there will essentially be no savings in the first 5-7 years. While Public Works provides an estimate of potentials savings for Regent institutions noting the large square footage in its building and facilities, it is difficult to understand how the estimates were calculated.

Background Information:

Energy efficiency is only one component of the Regents focus on sustainability. The Regent institutions, with their more than 4,000 on-campus and 1,000 off-campus acres (excluding farm acreage), approximately 35 million gross square feet of space, more than 70,000 students, over 45,000 employees, and hundreds of thousands of visitors to the campus annually (including more than 700,000 clinic visits to UIHC), have a significant environmental impact. Conducting significant research with distinguished faculty, Iowa's public universities are positioned within the state and nationally to lead in the greening of buildings, purchasing and transportation. Regent institutions have an educational responsibility to students to expand discussion about sustainability, create student awareness and provide programming incorporating the principles of sustainability.

In March 2009, the Board of Regents adopted a Sustainability Plan found at the following link:

http://www.regents.iowa.gov/Meetings/DocketMemos/09Memos/March/0309_ITEM15.pdf

The Vision for Planning and Development states that “Each institution will demonstrate a commitment to sustainability in its campus master plan, incorporating environmental stewardship.” With the following Goals:

1. **LEED Certification:** All major projects¹ (new buildings and major capital renovations) initiated after April 1, 2009 shall meet or exceed the U.S. Green Building Council's guidelines for silver level LEED certification.
2. **Design Professional Services Selection:** For all major capital projects¹ initiated after April 1, 2009, preference shall be given to design professionals with LEED certification experience.
3. **ASHRAE Energy Standards:** All new building and major capital renovation projects that alter mechanical and electrical systems shall exceed the current American Society of Heating, Refrigerating & Air Conditioning Engineers (ASHRAE) 90.1 requirements, which provides minimum requirements for energy efficient design of buildings.
4. **Energy Efficient Lighting and Lighting Systems:** The design of new lighting and lighting control systems shall comply with the latest version of the American Society of Heating, Refrigerating & Air Conditioning Engineers/Illumination Engineering Society of North America (ASHRAE/IESNA) 90.1, Energy-Efficient Design of New Buildings Except Low-Rise Residential. The Lighting quality and light uniformity shall comply with Illuminating Engineering Society of North America (IESNA) Standard, Current Edition.
5. **Electronic Business Solutions:** All campuses shall encourage electronic business solutions to reduce the demand for paper and travel, such as electronic systems and teleconferencing.

PUBLIC WORKS - Provision of early retirement incentives

We agree with Public Works. The Regents believe this is a good suggestion when not an entitlement program, which would be extremely costly. The Regent institutions have implemented several non-entitlement window retirement incentive options within the last year. No new savings are anticipated from another program.

PUBLIC WORKS - Required use of direct deposit by all new hires

We agree with Public Works. We support this practice and have instituted direct deposit at all Regent institutions. Direct deposit participation falls between 95 – 98%.

PUBLIC WORKS - Required family enrollment in health insurance when spouses are both employed by the state

The Regent institutions welcome any and all ideas for cost savings for health insurance as it is a very complex and difficult issue. Explorations would consider geographic and legal issues, health coverage, tracking spousal choices at different institutions/agencies, and enforcement procedures.

For those employees in the AFSCME union, the Regent institutions are obligated to comply with the health insurance plans as negotiated by the state. We look forward to working with the state on lowering these health benefits as an initial review of those state-covered employees indicates an increase in employer cost for family enrollment. For Regent employees covered by other collective bargaining units, those contracts, too, would need to be renegotiated.

Each of the Regent universities provides coverage through self-insurance plans based on the mix of employees within each university; the University of Iowa has some plans tied to medical care provided at the UIHC. These self-insured plans would likely not realize savings for the state.

PUBLIC WORKS - Elimination of health benefits for Regents employees working less than 20 hours per week

We support this recommendation and have previously implemented it at the three public universities; most recently at Iowa State University as of July 1, 2009.

There are some exceptions. At the University of Iowa, the Campaign to Organize Graduate Students (COGS) union contract extends health benefits to covered employees who work 10 or more hours per week. Approximately 1,000 COGS covered employees fall between 10 and 20 hours. However, as a general policy at UI, employees at less than a 50% appointment do not receive benefits. The only exceptions are for unusual circumstances and at the request of a department.

EXHIBIT A

Strategic Planning

The Board of Regents takes seriously its responsibility to be good stewards of Iowa's three state universities and two special schools. In fulfilling this responsibility, the Board has initiated a number of efforts over the years aimed at ensuring operations of the institutions continue to be effective and efficient. The following highlights activities that have occurred since the late 1980's.

- 1987- Peat Marwick Organizational Audit.
- 1989 Board of Regents initiated long-range strategic planning.
- 1995 The Pappas Group (an affiliate of Peat Marwick) examined the implementation of the recommendations from the earlier Peat Marwick study and made new recommendations in the following areas: institutional mission and vision (including strategic planning); academic core (including programs and enrollment planning); the budget allocation process at the state, Regent, and institutional level; and reallocation of resources to support the academic core and faculty productivity.
- 1997 The Board chose MGT of America, Inc. to conduct an in-depth examination of selected recommendations dealing with the Board itself and its operations. The MGT report included recommendations for the Board and institutions to continue developing strategies together with regular revision of the strategies as necessary; improve collection and dissemination of information; redesign the governance reporting system; and create a set of performance reports to measure and summarize institutional performance.
- 1998 During a series of retreats, Board members, Board Office staff, and representatives of each Regent institution met to refine strategic planning for the Board of Regents.
- 1999 The Board published its most comprehensive action-oriented plan to provide background information and a map for achieving the objectives of the Board of Regents strategic plan.
- 2000 The Board expanded its values statement and approved the addition of two action steps in the areas of technology and international education.

- 2002 The Board selected MGT of America, Inc. to conduct an organizational review to identify areas to improved efficiency, effectiveness and accountability of the Regent institutions.
- 2003 The Board adopted revised mission, values, and culture statements as part of the 2004–2009 Board of Regents Strategic Plan.
- 2003 December 2003, Board's directs staff from the three Regent universities to identify areas for enterprise-wide collaboration.
- 2004 As part of its new Strategic Plan, the Board approved priorities, objectives, strategies, and indicators to measure success and accountability.
- 2004 Broadcast Services – July 2004 *Bornstein & Associates LLC* awarded contract to conduct a comprehensive management, programming, operations, and planning study related to the collaboration between the public radio operations at Iowa State University, the University of Iowa, and the University of Northern Iowa.

The result was combining the radio stations at the three Regents universities into one organization, Iowa Public Radio (IPR).

- 2004 Under Regent-wide Administrative Transformation Project launched December 2003, Board accepts the universities proposals for reorganizing fleet operations, internal audit, and risk management on a Regent-wide level.
- 2006 Universities complete Administrative Transformation Project.
 - ♦ SUI administrative efficiency initiatives include printing, immigration services, E-Learning , and development of a facilities valuation model for calculating facilities replacement cost; as well as administrative transformation review initiatives in the areas of information technology services, worker's compensation work redesign, student parking application process, copy cost reduction, fingerprinting process of Department of Public Safety, and review of operations of Cashier's Office.
 - ♦ ISU administrative efficiencies include printing, immigration services, E-learning, development of a facilities valuation model for calculating facilities replacement cost; as well as administrative transformations in the areas of information

technology services, electronic storage of data, print/copy cost reduction, and web based requisitioning, payables, travel, electronic departmental cash deposit, and electronic personnel action systems.

- UNI administrative efficiency initiatives include printing, enhancement of new Budget System to better track reallocation data; integrating Facilities Services job cost with Oracle applications; implementing a Facilities Services project costing software package; implementing Oracle iProcurement; and worker's compensation safety training.

2005-2006 DAS prepared RFP for Strategic Sourcing Initiative and met with state agencies, excluding Regents. DAS selected AT Kearney, then requested Regents involvement. Regents billed \$1.27M, nearly \$1.99M spent in programming and labor cost for an estimated savings of \$0.69M – a negative return on investment that would take three years to recoup. No ACTUAL savings were ever identified by ATK.

2008 President Miles announced four priorities for the year:

- Update the strategic plan for the next five years
- Develop a professional communication plan
- Prepare an analysis on affordability and financial aid
- Develop a sustainability plan

2009 Sustainability Plan adopted setting inter-institutional visions and goals for long-term sustainability.
Communication Plan adopted
Affordability and financial aid reports presented.
Strategic Plan still in development

2009 Board of Regents appoints three Regent-led Task Forces to explore efficiencies and cost-savings:

- Employee Benefits
- Inter-institutional Cooperation
- Special Schools

EXHIBIT B

The University of Iowa and Iowa State University Information Technology (IT) Efficiencies

University of Iowa

Introduction

The pace at which technology and IT needs change requires IT support units at the University of Iowa to constantly seek opportunities to improve efficiencies and increase the effectiveness of IT on campus. This has become an ingrained and normal part of IT operations.

The central IT organization, Information Technology Services (ITS), provides enterprise-level services for the campus, while collegiate IT groups provide local, specialized IT support and services for their end users. ITS and the collegiate units operate collaboratively to provide the most efficient delivery of IT services that are effective for the end user.

The combination of central and local units delivering services in a joint manner is typical for universities the size of the University of Iowa. And while the distributed model is not unique, the extent and depth of the collaborations between the various units have been recognized for their effectiveness. Monthly meetings are held for the IT leaders and many special-interest groups. This regular interaction, joint delivery of services, and group planning efforts all contribute to cost-effective delivery of IT services on campus. The University of Iowa completed a campus-wide review of IT in 2006. One result was a consolidated Campus IT Strategic Plan in 2007. This plan includes joint annual planning and sharing of plans among all IT units on campus. Additionally, two of the five top-level goals of the plan are focused on increasing efficiency and effectiveness.

Specific Efficiency Efforts

- **Purchasing**

- *Purchasing Power:* We use multi-state, state-wide, and several consortia purchasing contracts as starting points and then negotiate aggressively to get better pricing specifically for the University of Iowa. Examples of contracts used: State of Iowa, Regent institutions, WSCA (Western States Contracting Alliance), MHEC (Midwest Higher Education Compact), MICTA, and CIC Purchasing Group.
- *Higher Education Discounts:* We leverage the special discounts available only to higher education, pushing vendors to provide better pricing than is available on the broad contracts.
- *Streamlined Purchasing Processes:* We leverage our University streamlined purchasing processes to make vendors aware of the low cost of order fulfillment, in order to get better pricing. The vendors realize these processes allow them to lower their costs of doing business with us, and we get them to pass on the savings.

- **Standardization**

- *PC Bid:* We perform an annual PC bid for the whole campus to leverage are already low education pricing. This has resulted in better pricing than any multi-state or consortia purchasing contracts we have access to.
- *E-mail:* We have reduced the number of separate e-mail systems on campus, standardizing centrally on a Microsoft Exchange platform.
- *Electronic Calendar:* We also use Microsoft Exchange as the standard for electronic calendaring systems. This greatly reduces the time and effort needed to schedule meetings.
- *Active Directory:* We use Active Directory as the standard for directory and authentication services on campus. This system allows business rules to automatically generate and retire accounts for students, faculty and staff as their status with the University changes.
- *Central Software Office:* We have a centralized software office that consolidates requests from across campus and negotiates the best discounts possible for software titles. This also saves considerable time and resources by only sourcing the software and reviewing the legal contracts once.
- *Data Networking:* We have a standardized data network for the campus. This allows us to meet common needs and to provide for specialized high-performance needs in the most cost-effective manner.
- *Wireless Networking:* We have a standardized wireless network for the campus. This provides for a common wireless experience across campus and reduces the support burden.
- *Telephone System:* We have a standardized telephone system for the campus. We use IP routing internally. New technologies are being evaluated in pilot projects to determine if further savings are possible.
- *Printing:* We have initiated a project to standardize printers, print services, consumables and accessories, and implement print accounting software and education to reduce total number of prints.
- *Server Virtualization and Standardized Server Hosting:* We have successfully implemented server virtualization, achieving about a 30 to 1 conversion rate, which saves more than \$1,700 per server up front and generates \$250 per year in energy savings.

- **IT Enabled Efficiencies**

- *HR Systems:* We maintain robust HR systems that have virtually eliminated paper processing for HR transactions and enable employee self-service for most HR-related processes. We require direct deposit, online pay stubs, and online access to employee leave information, flexible spending account submission and reconciliation, benefit selection, etc. All of this greatly reduces administrative costs for processing and entering data.
- *Purchasing Systems:* Our purchasing systems, including Purchase Requisitions, Accounts Payable, Procurement Card and E-buy, have streamlined our processes and nearly eliminated paper flow, as well as assuring we are getting the best pricing available. Additionally, we utilize electronic payments to vendors through Pcard and ACH whenever possible. All bids are done electronically and posted online.
- *Travel Systems:* We have a robust travel system that requires electronic requests for travel, approval for the request, and reconciliation of travel expenses. This all ties neatly back to the Procurement card system for ease of processing. Again, this virtually eliminates paper transactions.
- *Financial Systems:* We utilize PeopleSoft Financials across the institution. All information is accessible electronically, and we have aggressively moved to provide all necessary reports online, eliminating paper and processing.
- *BOREAS-Net:* In collaboration with Iowa State University, the University of Minnesota, and the University of Wisconsin-Madison, we have developed a very high speed regional optical network. BOREAS-Net provides connections between the universities and ties into the national commercial, research and education backbone networks. By working together, the universities were able to keep the costs of the network as low as possible, and the network itself enables many other cost-saving activities.

- **IT Cost Reductions**

- *Power Savings – Power Down for the Planet:* As technology use has exploded on campus, energy consumption for powering and cooling the many devices that deliver technology has expanded proportionally. By participating in the national Power Down for the Planet campaign, the University of Iowa was able to raise awareness about how individual behaviors can dramatically reduce energy costs. The University of Iowa was successful in obtaining more pledges from individuals for model behavior than any other large university.
- *IT Security:* Recovering from an IT security breach is expensive and time consuming. By reducing the risks and raising awareness about appropriate IT security practices, costs for handling security problems have been held low. These multi-year campaigns and changes to policy have had a measureable impact on the number of incidents on campus.

- *Data Center Consolidation:* Modern IT servers require specialized power and cooling in order to operate reliably. Providing this kind of power and cooling is not cost effective in small installations. The University of Iowa has eliminated some of these small installations and will be able to move more aggressively after the completion of the new data center project.
- *Automated Desktop Management:* Minimizing the costs of managing the tens of thousands of personal computers on campus is done with enterprise-class automated management tools. This allows a single IT professional to manage hundreds of devices remotely and make changes across all the machines in one place. This provides faculty, staff, and students with stable, reliable technology for their daily use and also allows us to reduce the IT costs required for support.
- *Print Accounting:* Even in an electronic world there is still a need for printing. The University of Iowa tries to minimize printing costs by printing as little as possible, and by being as cost effective as possible in what is printed. One method that has proven effective is to make individuals aware of how much they print. Print accounting software allows individuals to receive electronic reports of their printing behavior and compare that to departmental or collegiate averages. This software has been implemented in some departments, with broader expansion currently under way.
- *Storage Systems:* The need for electronic storage is growing exponentially. The University of Iowa is participating in a CIC project to develop a large electronic storage system for cost-effective storage of electronic information. This system will leverage our high-speed networks to store information in a few large storage arrays.
- *Online Collaboration Tools and Courses:* The University of Iowa uses online collaboration tools that allow researchers from all over the globe to work with each other. These same tools are also used by faculty to provide course materials online to students in remote areas. Both of these activities promote increased revenue through competitiveness in grant applications and in attracting and retaining students.
- *Student Recruiting:* Recently implemented software systems have allowed the University of Iowa to reach more students than ever before. By targeting students who are more likely to attend the University, this software is driving a higher yield rate, which lowers costs and improves revenue.
- *Telecommunications Workflow and Database:* A recently implemented, fully integrated, information and workflow management system in the telecommunications department allows the telecommunications facilities, services and workflow to operate in an automated and efficient manner. This has greatly reduced the number of clerks needed to manually track and retrieve this information and also improves the department's ability to respond to requests from the campus.
- *Data Warehouses:* The University of Iowa collects a lot of information, and effective use of this information helps individuals and departments function more efficiently. Through data warehouse systems, financial, course and student information can be distributed in a cost-effective manner to those individuals who are authorized to use the data.

IOWA STATE UNIVERSITY

Information Technology (IT) Efficiencies

1. **Virtualization of servers** – on-going program to consolidate campus servers into an efficient “virtualized” platform. Energy and equipment savings come about from combining approximately 16-25 distinct physical servers into one server. With a 16 to 1 consolidation in servers, each virtualized server saves approximately \$23,000 annually in equipment and energy costs over the 16 physical servers it replaces.
2. **Eliminated** 28 central IT positions through retirements and service unit consolidations, worth \$2.2M in salary and benefits annually of which \$850K is attributed to administrative positions.
 - a. Consolidation of the Systems and Operations and Networks and Communications service units.
 - b. Administrative restructuring to flatten the IT hierarchy.
 - c. Instituted a lights out operation in one of two primary data centers allowing for the elimination of data system technician positions through attrition or retirement.
3. **The BOREAS regional network** supports our research community with high capacity network circuits as well as commodity Internet access. After constructing BOREAS, we were able to purchase Internet bandwidth at a fraction of the cost charged by the ICN. This in turn allowed us to significantly increase Internet bandwidth for campus use, and also allowed the ICN (who now purchases network bandwidth from BOREAS) to lower their rates to their state clients.
4. **Piloting “thin client” technology** in a few academic computing laboratories. Anticipated cost savings from reduced equipment renewal costs, reduced energy consumption, and lower maintenance effort will be studied.
5. **Working to significantly reduce printing and handling of paper documents** by adapting select business processes to store documents in digital form, and access services using on-line self-serve technologies.
6. **Kuali, an open source software effort being developed** to meet university requirements for financial systems, research administration, student information systems, and human resources, is projected to save ISU at least \$40M in administrative systems software costs over the next 20 years
7. **Eliminating low priority software packages and maintenance contracts.** Estimated savings is \$130,000/year.
8. **Investment in storage infrastructure** to consolidate stand -alone file and print services across the campus, stand up a central back up service, and consolidate email storage.
9. **Consolidation of Exchange based email services** for faculty and staff.

EXHIBIT C

Letter of October 19, 2009 to State Government Reorganization Commission

See next page.

**Governing Iowa's public
universities and special schools**

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight Saving School
Lakeside Lab Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center
Tri-State Graduate Center



David W. Miles, President, *West Des Moines*
Jack B. Evans, Pro Tem, *Cedar Rapids*
Bonnie J. Campbell, *Des Moines*
Robert N. Downer, *Iowa City*
Michael G. Gartner, *Des Moines*
Ruth R. Harkin, *Cumming*
Greta A. Johnson, *Le Mars*
Craig A. Lang, *Brooklyn*
Rose A. Vasquez, *Des Moines*

Robert Donley, *Executive Director*

October 19, 2009

The Honorable Staci Appel, Co-chairperson
The Honorable Mary Mascher, Co-chairperson
State Government Reorganization Commission
State Capitol Building
Des Moines IA 50319

Re: Purchasing Processes at Regent Universities

Dear Senator Appel and Representative Mascher:

On September 25, Procurement staff of the Regent public universities presented information on purchasing processes at the campuses. In response to your request for best practices to be shared with the Department of Administrative Services, please see the attached best practices for procurement submitted from the Regent universities.

If there are any questions, please do not hesitate to contact us.

Sincerely,

Robert Donley

H:\BF\Legislative\2009 Session\responses\legreorgcomm_purchasing101909.doc
cc: Theresa Kehoe, Senate Democratic Caucus Staff
Jenifer Parsons, House Democratic Caucus Staff
Dwayne Ferguson, LSA
Legislative Liaisons
Legislative Log

Best Practices for Procurement

The following recommendations are based upon the assumptions that Procurement can achieve cost containment and savings by implementing best practices in contracting. It should be noted that merely adding volume does not necessarily achieve cost savings. Other factors may be more important to suppliers than volume alone. In order to provide a more detailed response, a review of Procurement processes would aid in being able to more fully recommend changes that would enhance the savings to the organization.

Improve Spend Management

- When preparing to solicit bids or proposals, the procurement process should include working closely with the customers who will be using the products/services and ascertain their approximate annual needs by location. The procurement process should include customer representatives in the evaluation process. Involvement of these internal customers is critical for establishing effective contracts and increasing utilization.
- The procurement process should include line item detail on contract spend in order to make the competitive bid process more effective. If line item detail is not available in the procurement system, this information can be requested from the supplier. The needs of the customer may change over time and responsiveness to those changing needs will help establish effective contracts.
- Certain commodities lend themselves to group purchasing contracts. Where it makes sense to do so, opportunities for collaborative contracts should be investigated and utilized.

Improve Vendor Performance

- Competitive awards to one supplier or at most a primary and secondary supplier most often provides the best value contract. Doing so makes it clear to the suppliers that they must compete or be shut out of all business. Maximizing competition is a sustainable method of achieving best pricing. Centralized distribution and/or central warehousing can affect the pricing model available from the supplier. Contracting for customers with different distribution methods will affect the final price and thus not all products will fit this model.
- Managing contractual relationships and contract compliance is essential to a successful procurement process. Encouraging the use of contracts that represent an excellent value to those customers ensures a successful contract. Compliance reviews with major suppliers and customers who procure from those contracts should be conducted on a periodic basis.

Improve Processes & Efficiency

- Procurement's funding should not be dependent upon supplier arrangements and rebates. This funding model ensures that the services provided are to obtain the best value contracts for the customer.
- Payment terms and prompt payment discounts should be set for 20 days or less to allow the supplier to provide the best pricing.
- The procurement process should include an expanded use of a procurement card program to increase volume and rebate opportunities. Best practice procurement card programs include the establishment of appropriate controls, oversight, and processing in order to achieve an efficient process for the procurement of goods and services.

Leverage Technology

- Best practices have shown that an electronically hosted, web-based, contracts portal will drive procurement spend to master contracts and ensure that contract pricing is utilized. Such a contract portal would host Procurement's master contracts that are competitively bid and awarded to one supplier. The portal should be interfaced with the payment process, which could expedite payments, provide line item details, and enable better access to information.

EXHIBIT D
University of Iowa and University of Northern Iowa Purchasing

University of Iowa Purchasing Accounts Payable and Travel Departmental Overview

The Purchasing, Accounts Payable and Travel Departments were combined into one unit under the Director of Purchasing in 1998. The strategic goal of all departments for the last ten years has been to transition all forms from paper to web based transactions. The following forms have been converted to web based processing: Purchase Order, Purchase Order Voucher, Requisition, Request for Quote/Proposal, Procurement Card Voucher, Miscellaneous Voucher and Travel Expense Voucher. The transition to web based transactions and approvals has allowed the department to reduce administrative costs, improve turnaround time for processing and improve overall service to campus departments.

FY 1998

- PeopleSoft implementation PeopleSoft: The business financial software system being used by Purchasing and Accounts Payable.
- APPO Web access to campus – enabled campus to access their data immediately instead of waiting for overnight processes.
- Purchasing, Accounts Payable and Travel Combined under Director of Purchasing

FY 1999

- Implementation of Web Voucher CVs – automated campus assess to correct expense allocations.
- Implementation of Multiple Travel Agencies

FY 2000:

- Designed and implemented VendorTrac – Vendor access to their purchase orders, invoices and payments. Reduce the number of calls and inquiries that our staff had to answer or redirect.
- Reduced temporary, student and overtime costs.
- Automated the creation of the credit card voucher with FSST.
- Decreased LSO use for student organizations by issuing procurement cards.
- Pilot group for travel purchases on the UI procurement card.

FY 2001:

- Email notification of voucher reports and scanned invoices to campus. Reduce paper and toner costs as well as FTE resources for distribution.
- Completed review of Purchasing, Travel and AP Units.

- Implemented electronic feed of FIRES, Flex Benefit and orientation vouchers into PeopleSoft. Reduced data entry of paper vouchers - .25 FTE
- Procurement Card transactions available via the web application.
- Completed Accounts Payable and Purchasing Contract review with Loder and Drew Audit - minimal findings.
- Cross training of Purchasing Agents for Computer Equipment, Food and UIHC commodities.
- Blanket Order team for review of the blanket order process.
- Reduced temporary, student and overtime costs.

FY 2002:

- Changed check printing from 5 to 3 days per week – reduce check processing cost by 20%.
- Eliminated matching and paper voucher reports by training campus on APPO Web application – Reassigned FTE to other tasks.
- Completed upgrade to PeopleSoft Release 7.5
- Initiated Travel Procurement Card Pilot Program.
- Issued Procurement Cards to Accounts Payable staff to pay non-po vouchers.
- Implemented web based PCard reconciliation to retrieve P-card transactions from the bank on a daily basis.
- Combined the Invoice Processing Team and Data Entry teams into one as well as the AP, Travel and Procurement Card audits.

FY 2003:

- Implemented PReqs – Web based Requisition System
- Travel expenses on the Procurement Card rolled out to all campus cardholders.
- Eliminated paper Purchase Order copies to departments. Reduction in paper and toner costs.
- Implemented ACH functionality of PeopleSoft – reduce check paper and toner costs.
- Eliminated all temporary and student help.
- Worked with UIHC on their Supply Chain Management Initiative and developed the Strategic Procurement Partnership.
- Implemented APPO PeopleSoft Decision Support.
- Total dollars purchased on purchase orders increased by 2% while the number of purchase orders issued increased by 1%. This reflects the University's effort to utilize

State, Regent, and Group cooperative agreements, reduce the number of blanket orders issued annually and utilize the procurement card for low dollar purchases.

- Developed plans for implementing additional e-procurement features to the web requisitions such as on line catalogs, contracts, reverse bidding and EDI.

FY 2004

- Implemented web based RFQ/RFP system for purchasing.
- Developed specifications for ProTrav and e-Vouchers.
- Participated in the development of the UIHC Procurement Services Department and opened the UIHC branch of Purchasing.
- Reduced UIHC blanket order purchases by moving their medical supplies to Master contracts and developed PREQS item ordering.
- Implemented scanned documents in Preqs. Electronic attachments.
- By the end of the second quarter of FY 2004, the University implemented an electronic payment with a pharmaceutical vendor to save an additional \$100,000 per year.
- Review software for reverse auctioning. Initial reports show considerable savings when used with certain commodities.

FY2005

- Implemented ProTrav – Procurement and Travel web based reconciliation system.
- Implemented e-Vouchers – web based voucher payments.
- Add document attachment functionality to ProTrav.
- Implemented bulk voucher EDI application for research subject reimbursement.
- Work with FSG to develop procurement standards for the purchase of energy saving products.
- One Stop procurement application implemented to encompass Preqs, evouchers and ProTrav.
- Purchasing continues to review low dollar purchases to combine purchasing power of the procurement card and blanket purchases for additional discounts by creating Master Agreements with vendors.
- Campus procurement training will be enhanced, emphasizing negotiation skills with vendors and how to utilize Purchasing's services to obtain the lowest cost.
- Joined State of Iowa Strategic Sourcing Team to review statewide purchases.
- Provided the strategic sourcing project with spend data from FY2003 and FY 2004.
- Continued to work with UIHC on Strategic Procurement Partnership

- Continued to reduce UIHC blanket order purchases by moving their medical supplies to Master contracts.
- Worked with the College of Dentistry to implement PReqs item ordering.
- Completed upgrade to PeopleSoft 8.8 with the implementation of General Ledger.
- Negotiated the extension of Xerox recycled and virgin paper for the Regent Institutions and State Agencies at the lowest truck load pricing compared to the pricing received from a reverse auction by the CICPC.
- Participated in the CICPC RFP for underwriter insurance for maintenance agreement To Specialty Underwriters with current savings of over \$350,000 over the life of the contract.
- Improved process of recording purchasing agent savings by departments and display savings on Purchasing Department Web page.
- Enhanced purchasing financial analysis of RFQ/RFP's and to improve web reporting.
- Participated as the lead agency for the Regent Institutions in the successful awarding of a cost per copy contract.
- Participated as the lead agency for the Regent Institutions in the letting of a RFP for express freight services. An award was not made as our current pricing was significantly better than the proposals.
- Completed review by Organizational Effectiveness Unit.
- Increased the dollars spend with Iowa Prison Industries.
- Implemented scanned images to the web-based voucher application, e-Vouchers and ProTrav.
- Implemented 3000 monthly Medical Services vouchers via EDI reducing the number of manually data entered vouchers by AP.
- Completed the upgrade to PeopleSoft 8.8.
- Expanded ACH payments UI employees and increased the number of ACH payments to vendors by 50%.

CY 2006 Purchasing Unit Accomplishments

- Completed Wave One of the AT Kearney Strategic Sourcing project.
- Director of Purchasing installed as the Chairperson of the CICPC for a three year term.
- Received the “**Achievement of Excellence in Procurement**” award from the National Purchasing Institute
- Implemented a web-based vendor application process for maintaining and updating vendor records.

- Implemented E-Procurement features to PReqs (item and contract search)
- Continued to work cooperatively with other Regent institutions and state agencies to look for opportunities for savings.
- Worked with Iowa Biotech Association members to competitively bid scientific supplies and laboratory furniture. Awards were made for scientific supplies to Fisher Scientific as primary and VWR as secondary. Awards were made for laboratory furniture to Fisher-Hamilton as primary and Innovative Labs as secondary.
- Completed reorganization of department by creating two separate units: contract management and strategic sourcing.
- Process of posting bids reduced to one website.
- Implemented a new multi-line bulk voucher specifically for Medical Services refunds. This was done to reduce the number of vouchers sent to workflow and will make the process of auditing them more efficient.
- Expanded ACH payments to UI employees and vendors. Number of checks cut decreased by 6%. The total dollar of checks issued decreased by 6%. The number of ACH vendors signed up for ACH payments increased by 226%. The total dollars of ACH payments increased by 104%.
- Completed bank migration project including bank platform migration resulting in campus card re issuance, enhanced point of sale transactional data, and improved administrative reports. Increased single transaction limit on Procurement Cards to \$3,000.
- Created an electronic Procurement Card Agreement form that utilizes Workflow approvals.
- Increased Travel Expense Voucher (TEV) and Cash Advance (CA) payments made to FAC/STAFF via ACH to ~90%.
- Renewed Procurement Card contract with current card provider – higher rebate percentage and signing bonus.

CY07 Accomplishments

- Converted National Institute of Government Purchasing (NIGP) commodity codes to United Nations Standard Products and Services Code (UNSPSC) to standardize on a commodity code more widely used by our vendors and the CICPC Institutions. This code will allow for more detailed reporting for our strategic sourcing initiatives.
- Implemented Reverse Auction Software
- Engaged strategic sourcing purchasing agents in process to reduce the dependency on blanket order purchases.
- Completed Unit Review of Purchasing, Accounts Payable and Travel

- Developed process for Purchasing Agents to utilize procurement cards for certain purchases instead of issuing Purchase Orders; i.e. Maintenance agreements, computers, and audio visual equipment.
- Implemented incoming freight discount program.
- Implemented the Technology Allowance Policy.
- Implemented Library voucher load to PeopleSoft.

CY08 Accomplishments

- Implemented PeopleSoft Inventory and Purchasing modules at UIHC.
- Implemented the transmission of purchase orders via XML or automated faxing.
- Implemented Sourcing Manager - eBid.
- Implemented e-procurement features to PReqs (item, contract and catalog search)
 - Implemented new form "Order by Supply items(s) and Shopping Cart features to PReqs to enable UIHC to order items directly from their warehouse as well as from catalogs.
 - Added improvements in functionality to PReqs enhance PReq's favorites, create and send an email to the requester when the PO has been dispatched
 - Changed PReqs Workflow to dollar limit of \$3000 for low dollar orders.
 - Implemented receiving for UIHC.
 - Enhanced PReqs security: Create User and Requester relationship, create an on-line PReqs Access/Requester form that will be routed via workflow, Assign Catalogs to Requesters, Assign a default MFK to Requesters, Workflow Threshold limits for Non-stock orders.
- Completed the Exclusive Pouring Rights Contract.
- Completed Board of Regent and SUI Sustainability Policy.
- Provided support for flood related purchases.
- Incorporated the paper payroll voucher to be part of the e-voucher system.
- Transitioned freight payments to Procurement Card by including a point of sale transaction data file to ProTrav, savings of \$40,000 by eliminating the use of a third party vendor for processing payments.
- Converted 3000 monthly med service vouchers to bulk evouchers.
- Converted Library vouchers to EDI PeopleSoft vouchers.

- Required all supporting documentation for ProTrav and eVouchers to be scanned and attached at the department.
- Increase ACH vendor payments to \$251,814,565 or 35% of total payments.
- Implemented new policy for out of state meal per diem to reflect the specific city federal per diem amount.
- Introduced Procurement Card Cash Advances to Study Abroad Program.
- Designed/Created ProTrav Travel Reports

CY09 Accomplishments

- System Implementations/Process Improvements Resulting in Measurable Cost Savings ~\$12M
 - **Purchasing Master Contract Negotiations/Competitive Bid Savings (Includes UIHC):**
Savings is derived from strategic sourcing efforts which include transferring purchases to Master agreements, negotiating additional rebates, volume discounts and standardization on products.
 - FY09 - **\$10,044,644**
 - FY10 - **\$788,694**
 - **eBuy: (Implemented May 09 – 1 yr. post production projected savings)**
 - Renegotiated/Redirected Spend Contract Savings **\$100,000**
 - Technology Fee **\$150,000**
 - Recouped contract savings - **\$10,000**
 - 1.75 FTE reassigned work - **\$100,000**
 - MIGS – mainframe expense
 - Transitioned Check payments to Ghost/Credit Card
 - Increased Rebate/Revenue - **\$80,000**
 - Scanning Cost Savings - **\$10,000**
 - Invoice Data Entry Savings- **\$10,000** - With the implementation of the ghost card PO vouchers have been reduced by 1342/yr or 53.68 groups per year. This saves about 1 hour of processing time per week.
 - **Procurement Card/ProTrav/Travel:**
 - PA/Auditor Issued PA cards used to process supplier payments as opposed to check resulting in increased rebate/revenue share - **\$45,000**

- Eliminated cost of processing checks for referred to above payments (.95 cents per checks saved equated to # of transactions 1005) - **\$1,000**
 - Procurement Card Cash Cards (OFSA & Research Subjects)- Reduced expenses associated w issuing cash advances - **\$20,000**
 - Transitioned ~60% of expenses dispersed through cash advances to actual p-card transactions through this program - \$96,000 transitioned – equates to increased rebate of **\$1500**
- Renegotiated Procurement Card Contract (October 2008 – October 2011)
 - Resulting in improved rebate revenue share **\$132,000 per yr +\$100,000** signing bonus
- Required Scanned Attachments - **\$10,000**
- Freight Transition
 - Eliminate Software/Supplier –Data2Logisitics - **\$46,000**
- Increased Rebate Revenue - **\$20,000**
- Copier/Lease Transition to PCard –FY09 to date =~\$12M
 - Increased Rebate Revenue - **\$198,000.**
- **PeopleSoft –Items/ ePro Savings:**
 - Flex Spend transition payment from check to ACH - **\$9,000**
 - Eliminated duplicate copy of capital equipment voucher report to campus - **\$2,000**
 - Eliminated copies of invoices for FSG and Animal Care - **\$2,000**
 - For orders with PS items and receiving required, if the voucher is greater than \$10,000 voucher is not printed - **\$5,000**
- **eBid: (Implemented May 08) Savings:**

Realized cost saving from the following; - **\$50,000**

 - Eliminated issuance of paper bids
 - Exclusive Electronic Bid Response
 - Process efficiency gains recognized through electronic bid response review and award

University of Northern Iowa Purchasing

Total Spend FY 2009*	\$111,172,851.00
Purchase Orders Spend FY 2009	\$30,723,527.00
Procurement Card Spend FY 2009	\$6,602,371.00
Remaining Spend FY 2009	\$73,846,953.00

Purchase Orders Spend FY 2009	\$30,723,527.00
Procurement Card Spend FY 2009	\$6,602,371.00
Total Purchase Orders and Procurement Card Spend	\$37,325,898.00

UNI Competitively Bid	\$18,606,216.73
State Contracts	\$511,778.24
Joint Regents - includes Educational Discounts such as Apple Consortium	\$3,159,802.71
Iowa Prison Industries	\$474,533.05
	\$460,577.00
Total Dollars purchased on POs through competitively bid contracts	\$23,212,907.73

Martin Brothers	\$4,014,658.00
Koch Carbon - generation of utilities through the Power Plant	\$1,656,250.00
Terry Durin - Electrical loop distribution	\$568,500.00
Farner Bocken	\$541,011.00
Pepsi Cola	\$545,196.00
Scientific Supplies other than Fisher Scientific	\$416,216.25
Iowa Limestone - used to generate utilities through the Power Plant	\$384,500.00
Avaya Inc	\$343,778.15
Kipp & Zonen - Microscope	\$269,750.00
Iowa Business Machines - toner (now moved to office supply contract)	\$235,000.00
UNI Competitively Bid - breakdown of items in excess of \$200,000	\$8,974,859.40

* This spend includes payments made through our Accounts Payables system which may be difficult or impossible to bid. Some examples are identified below.

Travel (including Camp Adventure)	\$9.7 million
Scholarships & Fellowships	\$9.4 million
Payments for GBPAC Performers	
Library	
Honorariums	
Employee Reimbursements	
Contracted Services not processed through a PO	

EXHIBIT E

Property and Lease Information

The Des Moines Register requested property and lease information on February 19, 2009. The attached data is from that request. The first workbook includes worksheets with separate building and land information for each institution.

The second workbook includes information on the leases for the Regent institutions. This report includes institutionally-approved leases, as reported to the Board Office through June 30, 2008, and Board-approved leases through the February 2009 Board meeting. The third workbook lists tenant property rentals.

**UNIVERSITY OF IOWA
Building List**

Building Name	Address	FY 08 Inventory GSF	Facilities Replacement		Use
			Cost	Cost	
103 Grove Street	103 Grove Street, Iowa City IA 52246	1,635	\$	327,000.00	Administration/Office/Classroom
109 River Street	109 River Street, Iowa City IA 52246	9,044	\$	3,170,852.40	Administration/Office/Classroom
110 East Bloomington Street	110 East Bloomington Street, Iowa City IA 52245	2,982	\$	596,400.00	Service/Support/Rental
111 Church Street	111 Church Street, Iowa City IA 52245	3,000	\$	1,051,808.63	Administration/Office/Classroom
120 Grand Avenue Court	120 Grand Avenue Court, Iowa City IA 52246	2,340	\$	468,000.00	Administration/Office/Classroom
122 Grand Avenue Court	122 Grand Avenue Court, Iowa City IA 52246	2,466	\$	493,200.00	Administration/Office/Classroom
124 Grand Avenue Court	124 Grand Avenue Court, Iowa City IA 52246	2,201	\$	440,200.00	Administration/Office/Classroom
124 Grove Street	124 Grove Street, Iowa City IA 52246	2,250	\$	450,000.00	Service/Support/Rental
125 Grand Avenue Court	125 Grand Avenue Court, Iowa City IA 52246	3,042	\$	608,400.00	Administration/Office/Classroom
126 Grand Avenue Court	126 Grand Avenue Court, Iowa City IA 52246	2,232	\$	446,400.00	Administration/Office/Classroom
128 Grove Street	128 Grove Street, Iowa City IA 52246	1,815	\$	363,000.00	Service/Support/Rental
130 Grand Avenue Court	130 Grand Avenue Court, Iowa City IA 52246	2,819	\$	563,800.00	Administration/Office/Classroom
130 Grove Street	130 Grove Street, Iowa City IA 52246	1,396	\$	279,200.00	Service/Support/Rental
130 North Madison	130 North Madison, Iowa City IA 52242	3,836	\$	767,200.00	Administration/Office/Classroom
2 Melrose Place	2 Melrose Place, Iowa City IA 52246	3,166	\$	633,200.00	Service/Support/Rental
212 Myrtle Avenue	212 Myrtle Avenue, Iowa City IA 52246	2,748	\$	549,600.00	Service/Support/Preschool/Day Care
219 Melrose Court	219 Melrose Court, Iowa City IA 52246	1,632	\$	326,400.00	Service/Support/Rental
229 Melrose Court	229 Melrose Court, Iowa City IA 52246	2,688	\$	537,600.00	Service/Support/Rental
2421 James Street	2421 James Street, Coralville IA 52241	15,000	\$	5,259,043.13	Administration/Office/Classroom
2656 Crosspark Road	2656 Crosspark Road, Coralville IA 52241	15,074	\$	7,927,481.61	Laboratory Intensive
2660 Crosspark Road	2660 Crosspark Road, Coralville IA 52241	11,413	\$	6,002,145.92	Laboratory Intensive
3 Melrose Place	3 Melrose Place, Iowa City IA 52246	1,316	\$	263,200.00	Service/Support/Rental
3 Oak Park Court	3 Oak Park Court, Iowa City IA 52246	2,528	\$	505,600.00	Service/Support/Rental
300 Myrtle Avenue	300 Myrtle Avenue, Iowa City IA 52246	1,908	\$	381,600.00	Service/Support/Preschool/Day Care
309 Melrose Avenue	309 Melrose Avenue, Iowa City IA 52246	2,315	\$	463,000.00	Service/Support/Preschool/Day Care
311 Grand Avenue	311 Grand Avenue, Iowa City IA 52246	3,363	\$	672,600.00	Administration/Office/Classroom
311 Melrose Court	311 Melrose Court, Iowa City IA 52246	1,465	\$	293,000.00	Service/Support/Rental
315 Melrose Avenue	315 Melrose Avenue, Iowa City IA 52246	3,024	\$	604,800.00	Administration/Office/Classroom
321 Melrose Avenue	321 Melrose Avenue, Iowa City IA 52246	2,442	\$	488,400.00	Administration/Office/Classroom
35 South Grand Avenue	35 South Grand Avenue, Iowa City IA 52242	670	\$	156,602.62	Service and Support
4 Melrose Place	4 Melrose Place, Iowa City IA 52246	1,478	\$	295,600.00	Service/Support/Rental
401 Melrose Avenue	401 Melrose Avenue, Iowa City IA 52246	2,280	\$	456,000.00	Service/Support/Rental
407 Melrose	407 Melrose Avenue, Iowa City IA 52246	3,990	\$	798,000.00	Service/Support/Preschool/Day Care
421 Melrose	421 Melrose Avenue, Iowa City IA 52246	3,100	\$	620,000.00	Service/Support/Preschool/Day Care
422 North Clinton Street	422 North Clinton Street, Iowa City IA 52245	2,058	\$	411,600.00	Service/Support/Rental
5 Melrose Place	5 Melrose Place, Iowa City IA 52246	2,009	\$	401,800.00	Service/Support/Rental
6 Melrose Place	6 Melrose Place, Iowa City IA 52246	1,732	\$	346,400.00	Administration/Office/Classroom
601 Melrose Avenue	601 Melrose Avenue, Iowa City IA 52246	2,264	\$	452,800.00	Service/Support/Rental
605 Melrose Avenue	605 Melrose Avenue, Iowa City IA 52246	2,622	\$	524,400.00	Service/Support/Rental
609 Melrose Avenue	609 Melrose Avenue, Iowa City IA 52246	2,148	\$	429,600.00	Service/Support/Rental
609 Melrose	609 Melrose Avenue, Iowa City IA 52246	1,428	\$	285,600.00	Service/Support/Rental
7 Melrose Place	7 Melrose Place, Iowa City IA 52246	2,411	\$	482,200.00	Service/Support/Rental
7 Triangle Place	7 Triangle Place, Iowa City IA 52246	2,986	\$	597,200.00	Service/Support/Preschool/Day Care
701 Melrose Avenue	701 Melrose Avenue, Iowa City IA 52246	2,436	\$	487,200.00	Service/Support/Rental
707 Melrose Avenue	707 Melrose Avenue, Iowa City IA 52246	7,128	\$	1,425,600.00	Service/Support/Rental
741 Melrose Avenue	741 Melrose Avenue, Iowa City IA 52246				

UNIVERSITY OF IOWA
Building List

Building Name	Address	FY 08 Inventory	Facilities Replacement		Use
			GSF	Cost	
8 Melrose Place	8 Melrose Place, Iowa City IA 52246	1,320	\$ 264,000.00	Service/Support/Rental	
8 Triangle Place	8 Triangle Place, Iowa City IA 52246	1,939	\$ 387,800.00	Administration/Office/Classroom	
807 Melrose Avenue	807 Melrose Avenue, Iowa City IA 52246	1,962	\$ 392,400.00	Service/Support/Rental	
Afro - American Cultural Center	303 Melrose Avenue, Iowa City IA 52246	3,063	\$ 612,600.00	Administration/Office/Classroom	
Art Building	120 North Riverside Drive, Iowa City IA 52242	81,821	\$ 28,686,677.84	Administration/Office/Classroom	
Art Building Temporary	120 North Riverside Drive, Iowa City IA 52242	1,320	\$ 462,795.80	Administration/Office/Classroom	
Art Building West	141 North Riverside Drive, Iowa City IA 52242	72,424	\$ 29,624,073.06	Mixed Laboratory	
Asian Pacific - American Cultural Center	23 Lucon Drive, Iowa City IA 52246	4,092	\$ 818,400.00	Administration/Office/Classroom	
Becker Comm Studies Building	25 South Madison Street, Iowa City IA 52242	57,101	\$ 20,019,774.77	Administration/Office/Classroom	
Bedell Entrepreneurship Learning Laboratory	322 North Clinton, Iowa City IA 52245	10,302	\$ 3,611,910.82	Administration/Office/Classroom	
Biological Sciences Library	120 East Iowa Avenue, Iowa City IA 52242	11,456	\$ 4,016,506.54	Administration/Office/Classroom	
Biology Building	129 East Jefferson Street, Iowa City IA 52242	104,505	\$ 54,959,630.18	Laboratory Intensive - Teach/Research	
Biology Building East	210 East Iowa Avenue, Iowa City IA 52242	62,553	\$ 32,896,892.46	Laboratory Intensive - Teach/Research	
Biology Greenhouse - Oakdale	2360 Old Farmstead Road, Coralville IA 52241	5,322	\$ 1,243,939.00	Service and Support	
Blank Honors Center	221 North Clinton, Iowa City IA 52245	61,793	\$ 21,664,803.45	Administration/Office/Classroom	
Bowen Science Building	51 Newton Road, Iowa City IA 52242	325,995	\$ 171,442,176.35	Laboratory Intensive - Teach/Research	
Bowman House	230 North Clinton Street, Iowa City IA 52245	5,683	\$ 1,992,476.14	Administration/Office/Classroom	
Boyd Law Building	130 Byington Road, Iowa City IA 52246	189,776	\$ 66,536,011.21	Administration/Office/Classroom	
Boyd Tower - Hospital	601 Newton Road, Iowa City IA 52242	202,739	\$ 106,621,314.41	University Hospitals	
Burge Hall	301 North Clinton Street, Iowa City IA 52245	320,685	\$ 112,433,082.97	Residence Hall	
Butler Storage-Court Street	137 West Court Street, Iowa City IA 52240	4,696	\$ 548,810.37	Warehouse/Shop/Storage	
C. Maxwell Stanley Hydraulics Laboratory	320 South Riverside Drive, Iowa City IA 52246	33,986	\$ 11,915,589.31	Administration/Office/Classroom	
Calvin Hall	2 West Jefferson Street, Iowa City IA 52242	32,726	\$ 11,473,829.69	Administration/Office/Classroom	
Campus Maintenance Facility	517 South Madison Street, Iowa City IA 52240	15,452	\$ 3,611,677.08	Service and Support	
Campus Offices	925 Stadium Drive, Iowa City IA 52242	2,286	\$ 801,478.17	Administration/Office/Classroom	
Cart House-Finkbine	1380 Melrose Avenue, Iowa City IA 52246	2,048	\$ 239,344.90	Warehouse/Shop/Storage	
Carver-Hawkeye Arena	1 Elliott Drive, Iowa City IA 52242	213,412	\$ 74,822,860.76	Athletics / Basketball - Wrestling	
Center for Disabilities and Development	330 Hawkins Drive, Iowa City IA 52242	97,438	\$ 34,162,042.93	Center for Disabilities & Development	
Chemistry Building	255 Hawkins Drive, Iowa City IA 52242	233,654	\$ 122,879,646.23	Laboratory Intensive - Teach/Research	
Chilled Water Plant 1	700 South Clinton Street, Iowa City IA 52240	61,274	\$ 25,063,313.99	Chilled Water Production	
Clinton Street Building	451 Newton Road, Iowa City IA 52242	20,760	\$ 7,259,816.87	Administration/Office/Classroom	
College of Medicine Admin Bldg	116 South Madison Street, Iowa City IA 52242	34,596	\$ 12,129,457.06	Administration/Office/Classroom	
Communications Center	413 North Clinton Street, Iowa City IA 52245	32,788	\$ 11,495,567.07	Administration/Office/Classroom	
Currier Hall	15 West Jefferson Street, Iowa City IA 52242	209,112	\$ 73,315,268.40	Residence Hall	
Danforth Chapel	225 North Clinton Street, Iowa City IA 52242	976	\$ 342,188.41	Administration/Office/Classroom	
Daum Hall	801 Newton Road, Iowa City IA 52242	90,470	\$ 31,719,042.10	Residence Hall	
Dental Science Building	507 North Clinton Street, Iowa City IA 52245	200,844	\$ 82,152,564.46	Dental Education & Clinic	
Dey House	960 Stadium Drive, Iowa City IA 52242	8,636	\$ 3,027,806.43	Administration/Office/Classroom	
Duane Banks Baseball Stadium	431 Newton Road, Iowa City IA 52242	910	\$ 212,699.08	Service and Support	
Eckstein Medical Research Building	331 South Madison Street, Iowa City, IA 52240	137,532	\$ 72,328,671.91	Laboratory Intensive - Research	
Electrical Power Service Storage	324 South Madison Street, Iowa City IA 52240	13,840	\$ 1,617,447.93	Warehouse/Shop/Storage	
Engineering Research Facility	324 West Madison Street, Iowa City IA 52240	24,036	\$ 9,831,605.82	Mixed Laboratory	
English-Philosophy Building	251 West Iowa Avenue, Iowa City IA 52242	93,806	\$ 32,888,653.29	Administration/Office/Classroom	
Faculty Art Studios	3111 Hawkeye Park Road, Iowa City IA 52246	6,562	\$ 2,300,656.07	Administration/Office/Classroom	
Field Hockey Event Management Box	2555 Prairie Meadow Drive, Iowa City IA 52246	408	\$ 95,363.98	Service and Support	

UNIVERSITY OF IOWA
Building List

Building Name	Address	FY 08 Inventory GSE	Facilities Replacement		Use
			Cost	Cost	
Field Hockey Grandstand	2601 Praire Meadow Drive, Iowa City IA 52246	851	\$ 198,908.70	\$ 198,908.70	Service and Support
Field House	225 South Grand Avenue, Iowa City IA 52242	334,317	\$ 117,212,501.36	\$ 117,212,501.36	Admin/Office/Classroom/Recreation
Finkbine Golf Club House	1380 Melrose Avenue, Iowa City IA 52246	4,124	\$ 963,924.17	\$ 963,924.17	Service and Support
Finkbine Machine Shed	860 North Mormon Trek, Iowa City IA 52246	430	\$ 100,506.16	\$ 100,506.16	Service and Support
Finkbine Maintenance Building	870 North Mormon Trek, Iowa City IA 52246	2,800	\$ 654,458.70	\$ 654,458.70	Service and Support
Finkbine Pump House 1	970 North Mormon Trek, Iowa City IA 52246	250	\$ 29,216.91	\$ 29,216.91	Warehouse/Shop/Storage
Finkbine Pump House 2	960 North Mormon Trek, Iowa City IA 52246	216	\$ 25,243.41	\$ 25,243.41	Warehouse/Shop/Storage
Finkbine Shop Facility	874 North Mormon Trek, Iowa City IA 52246	6,053	\$ 1,414,799.47	\$ 1,414,799.47	Service and Support
Finkbine Storage Building	890 North Mormon Trek, Iowa City IA 52246	864	\$ 93,494.10	\$ 93,494.10	Warehouse/Shop/Storage
Football Practice Facility Storage/Training Building	968 Stadium Drive, Iowa City IA 52242	800	\$ 201,947.26	\$ 201,947.26	Service and Support
General Hospital	220 Hawkins Drive, Iowa City IA 52242	619,259	\$ 325,670,978.65	\$ 325,670,978.65	University Hospitals
Gilmore Hall	112 North Capitol Street, Iowa City IA 52242	36,347	\$ 12,743,362.70	\$ 12,743,362.70	Administration/Office/Classroom
Glenn Schaeffer Library	507 North Clinton Street, Iowa City IA 52245	8,691	\$ 3,047,089.59	\$ 3,047,089.59	Administration/Office/Classroom
Halsey Hall	28 West Jefferson Street, Iowa City IA 52242	56,665	\$ 19,866,911.91	\$ 19,866,911.91	Administration/Office/Classroom
Hancher Auditorium	101 East Park Road, Iowa City IA 52242	97,950	\$ 34,341,551.61	\$ 34,341,551.61	Auditorium/Events
Harcin Library for Health Sciences	600 Newton Road, Iowa City IA 52242	87,409	\$ 30,645,846.70	\$ 30,645,846.70	Administration/Office/Classroom
Hawk Shop	1525 2nd Street (Highway 6 West), Coralville IA 52241	5,033	\$ 1,764,584.27	\$ 1,764,584.27	Administration/Office/Classroom
Hawkeye Court Apartments	101 Hawkeye Court, Iowa City IA 52246	314,000	\$ 110,089,302.75	\$ 110,089,302.75	Residence System
Hawkeye Drive Apartments	110 Hawkeye Drive, Iowa City IA 52246	172,784	\$ 60,578,567.15	\$ 60,578,567.15	Residence System
Hawkeye Parking Service Building	3350 Hawkeye Park Road, Iowa City IA 52246	341	\$ 39,851.86	\$ 39,851.86	Warehouse/Shop/Storage
Hawkeye Recreation Service Building	2960 Hawkeye Park Road, Iowa City IA 52246	1,500	\$ 350,602.88	\$ 350,602.88	Service and Support
Hawkeye Tennis and Recreation Complex	2820 Praire Meadows Dr, Iowa City IA 52246	109,585	\$ 25,613,877.37	\$ 25,613,877.37	Recreation and Athletics
Helicopter Hangar	2262 Old Farmstead Road, Coralville IA 52241	2,550	\$ 298,012.44	\$ 298,012.44	Warehouse/Shop/Storage
Hillcrest	25 Byington Road, Iowa City IA 52242	267,656	\$ 93,840,963.11	\$ 93,840,963.11	Residence Hall
Hospital Ramp No 1	230 Hawkins Drive, Iowa City IA 52242	150,000	\$ 17,530,143.75	\$ 17,530,143.75	Parking Ramp
Hospital Ramp No 2	120 Hawkins Drive, Iowa City IA 52242	159,565	\$ 18,647,982.58	\$ 18,647,982.58	Parking Ramp
Hospital Ramp No 3	800 Stadium Drive, Iowa City IA 52242	198,628	\$ 23,213,182.62	\$ 23,213,182.62	Parking Ramp
Housing Services Building	2804 Praire Meadow Drive, Iowa City IA 52246	8,145	\$ 1,903,773.61	\$ 1,903,773.61	Service and Support
Hydraulics East Annex	140 West Harrison Street, Iowa City IA 52240	11,614	\$ 4,071,901.79	\$ 4,071,901.79	Administration/Office/Classroom
Hydraulics Model Annex	129 West Court Street, Iowa City IA 52240	14,828	\$ 5,198,739.43	\$ 5,198,739.43	Administration/Office/Classroom
Hydraulics Oakdale Annex 1	2310 Old Farmstead Road, Coralville IA 52241	12,688	\$ 4,448,449.28	\$ 4,448,449.28	Administration/Office/Classroom
Hydraulics Oakdale Annex 2	2275 Old Farmstead Road, Coralville IA 52241	12,000	\$ 2,804,823.00	\$ 2,804,823.00	Service and Support
Hydraulics Wind Tunnel Annex	130 West Harrison Street, Iowa City IA 52240	8,662	\$ 3,036,922.10	\$ 3,036,922.10	Administration/Office/Classroom
IMU Parking Ramp	120 North Madison Street, Iowa City IA 52242	107,074	\$ 12,513,484.08	\$ 12,513,484.08	Parking Ramp
Indoor Practice Facility	910 Stadium Drive, Iowa City IA 52242	75,160	\$ 17,567,541.39	\$ 17,567,541.39	Athletics
Institute for Rural & Environmental Health	2420 Old Farmstead Road, Coralville IA 52241	38,826	\$ 15,881,258.43	\$ 15,881,258.43	Mixed Laboratory
International Center	10 Ferson Avenue, Iowa City IA 52242	73,234	\$ 25,676,050.95	\$ 25,676,050.95	Administration/Office/Classroom
Iowa Advanced Technology Labs	205 North Madison Street, Iowa City IA 52242	127,935	\$ 67,281,568.22	\$ 67,281,568.22	Laboratory Intensive
Iowa Geological Survey - Oakdale	2390 Old Farmstead Road, Coralville IA 52241	20,976	\$ 7,354,245.91	\$ 7,354,245.91	Administration/Office/Classroom
Iowa Memorial Union	125 North Madison Street, Iowa City IA 52242	326,729	\$ 114,552,126.75	\$ 114,552,126.75	Student Services
ITS Switching Facility	880 North Mormon Trek, Iowa City IA 52246	384	\$ 44,877.17	\$ 44,877.17	Warehouse/Shop/Storage
J Pappajohn Pavilion	160 Hawkins Drive, Iowa City IA 52242	623,313	\$ 327,802,994.74	\$ 327,802,994.74	University Hospitals
J W Colclton Pavilion	160 Hawkins Drive, Iowa City IA 52242	671,650	\$ 353,223,631.49	\$ 353,223,631.49	University Hospitals
Jefferson Building	129 East Washington Street, Iowa City IA 52240	41,700	\$ 14,620,139.89	\$ 14,620,139.89	Administration/Office/Classroom
Jessup Hall	5 West Jefferson Street, Iowa City IA 52242	75,952	\$ 26,628,988.56	\$ 26,628,988.56	Administration/Office/Classroom

**UNIVERSITY OF IOWA
Building List**

Building Name	Address	Inventory	Facilities		Use
			GSF	Replacement Cost	
Kinnick Stadium	825 Stadium Drive, Iowa City IA 52242	379,970	\$	88,812,382.94	Athletics
Kuhl House	119 West Park Road, Iowa City IA 52246	4,432	\$	1,553,871.94	Administration/Office/Classroom
Lagoon Shelter House	230 North Riverside Drive, Iowa City IA 52242	1,269	\$	296,610.03	Service and Support
Landscape Services Complex	415 South Madison Street, Iowa City IA 52240	8,375	\$	1,957,532.72	Service and Support
Latino - Native American Cultural Center	308 Melrose Avenue, Iowa City IA 52246	4,689	\$	937,800.00	Administration/Office/Classroom
Laundry	2000 Crosspark Road, Coralville IA 52241	27,716	\$	6,478,206.19	Service and Support
Laundry Building	105 West Court Street, Iowa City IA 52240	21,996	\$	2,570,620.28	Warehouse/Shop/Storage
Law Admissions Building	320 Melrose Avenue, Iowa City IA 52246	4,786	\$	1,677,985.36	Administration/Office/Classroom
Levitt Center for University Advancement	180 North Riverside Drive, Iowa City IA 52242	118,348	\$	41,493,149.05	Administration/Office
Library	125 West Washington Street, Iowa City IA 52242	427,188	\$	149,773,340.97	Library
Lindquist Center	240 South Madison Street, Iowa City IA 52242	168,989	\$	59,248,029.24	Administration/Office/Classroom
Lot 3 Parking Booths	160 EPB Way, Iowa City IA 52242	84	\$	19,633.76	Service and Support
Lucille A. Carver Mississippi Riverside Environmental Res Station	3388 Highway 22, Muscatine IA 52761	7,236	\$	2,959,789.47	Mixed Laboratory
Macbride Hall	17 North Clinton Street, Iowa City IA 52242	86,746	\$	35,482,296.49	Mixed Laboratory
MacLean Hall	2 West Washington Street, Iowa City IA 52242	73,521	\$	25,776,673.97	Administration/Office/Classroom
Madison Street Services Building	640 South Madison Street, Iowa City IA 52240	54,445	\$	12,725,715.69	Service and Support
Mayflower Hall	1110 North Dubuque Street, Iowa City IA 52245	326,287	\$	114,397,160.28	Residence Hall
Med Research Center	501 Newton Road, Iowa City IA 52242	95,253	\$	50,093,963.48	Laboratory Intensive
Medical Education and Research Facility	375 Newton Road, Iowa City IA 52242	214,530	\$	112,822,252.16	Laboratory Intensive
Medical Education Bldg	500 Newton Road, Iowa City IA 52242	85,644	\$	30,027,032.63	Administration/Office/Classroom
Medical Laboratories	25 South Grand Avenue, Iowa City IA 52242	196,992	\$	103,598,942.33	Laboratory Intensive
Medical Research Facility	55 South Grand Avenue, Iowa City IA 52242	34,312	\$	18,044,828.77	Laboratory Intensive
Melrose Avenue Parking Facility	610 Melrose Avenue, Iowa City IA 52242	505,822	\$	59,114,215.81	Parking Ramp
MNRA - Boat House Storage	MNRA, Solon IA 52333	1,152	\$	134,631.50	Warehouse/Shop/Storage
MNRA - Educ Center & Sto	MNRA, Solon IA 52333	2,160	\$	757,302.21	Administration/Office/Classroom
MNRA - Nature Lodge	MNRA, Solon IA 52333	936	\$	328,164.29	Administration/Office/Classroom
MNRA - Restroom Facilities	MNRA, Solon IA 52333	462	\$	107,985.69	Service and Support
MNRA - Sailboat Storage	MNRA, Solon IA 52333	1,300	\$	151,927.91	Warehouse/Shop/Storage
MNRA - Storage Building	MNRA, Solon IA 52333	1,972	\$	230,462.96	Warehouse/Shop/Storage
MNRA - Storage Shed A	MNRA, Solon IA 52333	600	\$	70,120.58	Warehouse/Shop/Storage
MNRA - Storage Shed B	MNRA, Solon IA 52333	1,800	\$	210,361.73	Warehouse/Shop/Storage
MNRA - Well Shelter	MNRA, Solon IA 52333	312	\$	36,462.70	Warehouse/Shop/Storage
Multi-Tenant Facility	2501 Crosspark Road, Coralville IA 52241	89,303	\$	46,964,832.82	Laboratory Facility
Museum of Art	150 North Riverside Drive, Iowa City IA 52242	73,133	\$	29,914,080.07	Art Museum
N. Campus Parking	339 North Madison Street, Iowa City IA 52242	111,137	\$	45,459,110.34	Parking Ramp
National Advanced Driving Simulator Building	2401 Oakdale Blvd, Coralville IA 52241	36,524	\$	14,939,655.97	Mixed Laboratory
Newton Road Parking & Chilled Water Facility (95% P&T / 5% U)	360 Newton Road, Iowa City IA 52242	300,302	\$	122,834,535.33	Parking Ramp & Infrastructure
North Hall	20 West Davenport Street, Iowa City IA 52242	71,484	\$	25,062,495.92	Administration/Office/Classroom
Nursing Building	50 Newton Road, Iowa City IA 52242	77,443	\$	27,151,738.45	Administration/Office/Classroom
Oak Research Building	2290 Old Farmstead Road, Coralville IA 52241	2,363	\$	552,316.40	Service and Support
Oakdale Ag Medicine Shi	Oakdale Campus, Coralville IA 52241	2,160	\$	504,868.14	Service and Support
Oakdale Animal Care Rodent House	2550 Postal Road, Coralville IA 52241	2,784	\$	976,078.40	Administration/Office/Classroom
Oakdale Animal Quarters A	2401 Coral Ridge Avenue, Coralville IA 52241	14,419	\$	5,055,342.85	Administration/Office/Classroom
Oakdale Botany Greenhouse	2320 Old Farmstead Road, Coralville IA 52241	1,983	\$	463,487.00	Service and Support
Oakdale Garage	Oakdale Campus, Coralville IA 52241	1,940	\$	226,723.19	Warehouse/Shop/Storage

UNIVERSITY OF IOWA
Building List

Building Name	Address	Inventory GSF	Facilities Replacement		Use
			Cost	Cost	
Oakdale Garage Dplx	Oakdale Campus, Coralville IA 52241	1,896	\$	221,581.02	Warehouse/Shop/Storage
Oakdale Garage North	Oakdale Campus, Coralville IA 52241	4,088	\$	477,754.85	Warehouse/Shop/Storage
Oakdale Hall	2351 Old Hospital Road, Coralville IA 52241	212,482	\$	88,349,119.68	Laboratory Intensive
Oakdale Microwave	2411 Oakdale Blvd., Coralville IA 52241	312	\$	36,462.70	Warehouse/Shop/Storage
Oakdale North Duplex	2200 Crosspark Road, Coralville IA 52241	2,425	\$	485,000.00	Service/Support/Rental
Oakdale Research Facilities	2330 Old Farmstead Road, Coralville IA 52241	5,301	\$	2,168,303.48	Mixed Laboratory
Oakdale Shops Building A	2350 Crosspark Road, Coralville IA 52241	7,920	\$	1,851,183.18	Service and Support
Oakdale Shops Building B	2280 Crosspark Road, Coralville IA 52241	3,180	\$	371,639.05	Warehouse/Shop/Storage
Oakdale Shops Building C	2270 Crosspark Road, Coralville IA 52241	4,070	\$	475,651.23	Warehouse/Shop/Storage
Oakdale Shops Building D	Oakdale Campus, Coralville IA 52241	864	\$	100,973.63	Warehouse/Shop/Storage
Oakdale South Duplex	2180 Crosspark Road, Coralville IA 52241	2,425	\$	485,000.00	Service/Support/Rental
Oakdale Storage D	Oakdale Campus, Coralville IA 52241	5,200	\$	607,711.65	Warehouse/Shop/Storage
Oakdale Storage E	Oakdale Campus, Coralville IA 52241	5,200	\$	607,711.65	Warehouse/Shop/Storage
Oakdale Storage F	Oakdale Campus, Coralville IA 52241	5,200	\$	607,711.65	Warehouse/Shop/Storage
Oakdale Storage G	Oakdale Campus, Coralville IA 52241	5,200	\$	607,711.65	Warehouse/Shop/Storage
Oakdale Storage H	Oakdale Campus, Coralville IA 52241	5,200	\$	607,711.65	Warehouse/Shop/Storage
Oakdale Storage J	Oakdale Campus, Coralville IA 52241	6,000	\$	701,205.75	Warehouse/Shop/Storage
Oakdale Storage K	2251 Crosspark Road, Coralville IA 52241	2,674	\$	312,504.03	Warehouse/Shop/Storage
Oakdale Studio A	2450 Old Hospital Road, Coralville IA 52241	24,099	\$	8,449,178.68	Administration/Office/Classroom
Oakdale Studio B	Oakdale Campus, Coralville IA 52241	396	\$	138,838.74	Administration/Office/Classroom
Oakdale Uplink	2399 Oakdale Blvd., Coralville IA 52241	336	\$	39,267.52	Warehouse/Shop/Storage
Oakdale Waste Storage Facility	2260 Old Farmstead Road, Coralville IA 52241	10,805	\$	2,525,509.38	Service and Support
Oakdale West Duplex	2190 Crosspark Road, Coralville IA 52241	2,425	\$	485,000.00	Administration/Office/Classroom
Old Capitol	1 North Clinton Street, Iowa City IA 52242	22,442	\$	9,179,601.34	Mixed Use - Historic Structure
Old Music Building	335 East Jefferson Street, Iowa City IA 52242	17,303	\$	6,066,481.55	Administration/Office/Classroom
Pappajohn Business Building	10 East Jefferson Street, Iowa City IA 52242	223,173	\$	78,245,095.42	Administration/Office/Classroom
Parklawn	447 - 449 North Riverside Drive, Iowa City IA 52246	36,660	\$	12,853,101.40	Residence Hall
Parklawn Warehouse	7 West Park Road, Iowa City IA 52246	1,984	\$	231,865.37	Warehouse/Shop/Storage
Pharmacy Building	115 South Grand Avenue, Iowa City IA 52242	142,972	\$	75,189,591.37	Laboratory Intensive
Philip D. Adler Journalism and Mass Communication Bldg.	104 West Washington, Iowa City IA 52242	84,500	\$	29,625,942.94	Administration/Office/Classroom
Phillips Hall	16 North Clinton Street, Iowa City IA 52242	88,181	\$	30,916,512.12	Administration/Office/Classroom
Physiology Research Laboratory	2340 Old Farmstead Road, Coralville IA 52241	8,513	\$	3,482,129.32	Mixed Laboratory
Plaza Centre One	125 South Dubuque Street, Iowa City IA 52240	27,114	\$	9,506,246.35	Administration/Office/Classroom
Pomerantz Center	213 North Clinton Street, Iowa City IA 52245	73,150	\$	25,646,600.31	Administration/Office/Classroom
Pomerantz Family Pavilion	720 Meirrose Avenue, Iowa City IA 52242	712,842	\$	374,886,681.93	Laboratory Intensive
Power Plant	207 West Burlington Street, Iowa City IA 52242	65,238	\$	26,684,735.42	Power Plant
President's Residence	102 Church Street, Iowa City IA 52245	14,014	\$	4,913,348.69	President's Residence
Quadrangle	310 Grand Avenue, Iowa City IA 52242	138,359	\$	48,509,063.18	Residence Hall
R J Carver Pavilion	200 Hawkins Drive, Iowa City IA 52242	514,799	\$	270,735,014.17	University Hospitals
Ray B. Mossman Business Services Building	2222 Old Highway 218 South, Iowa City IA 52246	76,445	\$	17,867,891.19	Service and Support
Recreation Building	930 Stadium Drive, Iowa City IA 52242	154,045	\$	36,005,746.59	Recreation
Rienow Hall	320 Grand Avenue, Iowa City IA 52242	116,713	\$	40,919,913.35	Residence Hall
Roy G. Karro Athletic Hall of Fame	2425 Prairie Meadow Drive, Iowa City IA 52246	30,473	\$	10,683,921.41	Athletic Hall of Fame
Roy J. & Lucille A. Carver Biomedical Res. Bldg.	285 Newton Road, Iowa City IA 52242	129,060	\$	67,873,210.57	Laboratory Intensive
Russell A. and Ann Gerdin Athletic Learning Center	402 Meirrose Avenue, Iowa City IA 52242	28,289	\$	9,918,204.73	Administration/Office/Classroom

UNIVERSITY OF IOWA
Building List

<u>Building Name</u>	<u>Address</u>	<u>FY 08 Inventory GSF</u>	<u>Facilities Replacement Cost</u>	<u>Use</u>
Sand Road Services Building	4868 Sand Road, Iowa City IA 52240	17,600	\$ 4,113,740.40	Service and Support
Sanitary Engr Lab (No Physical Space)	1020 South Clinton Street, Iowa City IA 52240	2,481	\$ 579,897.16	Service and Support
Schaeffer Hall	20 East Washington Street, Iowa City IA 52242	87,384	\$ 30,637,081.63	Administration/Office/Classroom
Seamans Center	103 South Capitol Street, Iowa City IA 52242	247,116	\$ 101,079,510.07	Mixed Laboratory
Seashore Hall	301 East Jefferson Street, Iowa City IA 52242	135,770	\$ 47,601,352.34	Administration/Office/Classroom
Shambaugh House	430 North Clinton Street, Iowa City IA 52245	4,884	\$ 1,712,344.44	Administration/Office/Classroom
Shipping & Receiving Facility	65 South Grand Avenue, Iowa City IA 52242	49,808	\$ 11,641,885.33	Service and Support
Slater Hall	325 Grand Avenue, Iowa City IA 52242	116,713	\$ 40,919,913.35	Residence Hall
Soccer Event Management Box	2677 Prairie Meadow Drive, Iowa City IA 52246	192	\$ 44,877.17	Service and Support
Softball Equipment Storage Building	Track Complex, Highway 6 West, Iowa City IA 52242	1,040	\$ 121,542.33	Warehouse/Shop/Storage
Softball Stadium	2001 Highway 6 West, Iowa City IA 52242	3,756	\$ 877,909.60	Stadium
South Quadrangle	310 South Grand Avenue, Iowa City IA 52242	27,990	\$ 9,813,374.47	Administration/Office/Classroom
Speech & Hearing Center	250 Hawkins Drive, Iowa City IA 52242	65,476	\$ 22,956,073.84	Administration/Office/Classroom
Spence Lab Pscy	308 East Iowa Avenue, Iowa City IA 52242	48,564	\$ 19,864,457.69	Mixed Laboratory
Stanley Hall	10 East Davenport Street, Iowa City IA 52242	116,648	\$ 40,897,124.16	Residence Hall
Substation Control	755 Hawkins Drive, Iowa City IA 52242	2,520	\$ 589,012.83	Service and Support
Substation L Control Building	700 South Capitol Street, Iowa City IA 52240	2,520	\$ 1,030,772.45	Mixed Laboratory
Superintendent's Building	2400 Old Hospital Road, Coralville IA 52241	4,100	\$ 1,437,471.79	Administration/Office/Classroom
Technology Innovation Center	2261 Crosspark Road, Coralville IA 52241	26,436	\$ 9,268,537.60	Administration/Office/Classroom
Theatre Building	200 North Riverside Drive, Iowa City IA 52242	81,031	\$ 28,409,701.56	Administration/Office/Classroom
Track Equipment Building	Track Complex, Highway 6 West, Iowa City IA 52242	720	\$ 84,144.69	Warehouse/Shop/Storage
Track Storage	105 1st Avenue, Iowa City IA 52242	600	\$ 70,120.58	Warehouse/Shop/Storage
Trowbridge Hall	123 North Capitol Street, Iowa City IA 52242	58,489	\$ 23,924,146.82	Mixed Laboratory
U Hospital S Wing	210 Hawkins Drive, Iowa City IA 52242	137,501	\$ 72,312,368.87	University Hospitals
University Capitol Centre	200 South Capitol Street, Iowa City IA 52240	181,003	\$ 63,460,172.18	Administration/Office/Classroom
University Services Building	1 West Prentiss, Iowa City IA 52240	69,567	\$ 24,390,390.21	Administration/Office/Classroom
Utility Power Plant @ Oakdale	2320 Crosspark Road, Coralville IA 52241	10,030	\$ 4,102,637.98	Power Plant
Utility Well House at Oakdale	Oakdale Campus, Coralville IA 52241	465	\$ 108,686.89	Service and Support
Van Allen Hall	30 North Dubuque Street, Iowa City IA 52242	196,452	\$ 80,356,075.33	Mixed Laboratory
Volatile Storage	115 South Grand Avenue, Iowa City IA 52242	2,962	\$ 1,211,566.67	Mixed Laboratory
Voxman Music Building	300 North Riverside Drive, Iowa City IA 52242	109,452	\$ 38,374,185.87	Administration/Office/Classroom
Waste Incineration Plant	2310 Crosspark Road, Coralville IA 52241	5,522	\$ 2,258,700.59	Mixed Laboratory
Water Plant	208 West Burlington Street, Iowa City IA 52242	42,385	\$ 17,337,020.00	Water Plant
Westlawn	200 Newton Road, Iowa City IA 52242	141,638	\$ 49,658,690.01	Administration/Office/Classroom
Woolf Avenue Court Apartments	1-12 Woolf Avenue Court, Iowa City IA 52246	19,080	\$ 6,689,502.86	Service/Support/Rental
WSUI Transmitter Building	4385 560th Street SE, Iowa City IA 52240	338	\$ 79,002.51	Service and Support
		16,826,016	6,532,478,082	

¹ Building was demolished in FY 2009

University of Iowa
Land (06/30/2008)

Land	Acres	Use
Main Campus	115.159	East Campus
Main Campus	671.519	West Campus
Main Campus	610.490	Hawkeye Campus
UI Research Park	177.817	UI Research Park - North (Excludes Granted Land)
UI Research Park	269.270	UI Research Park - South
UI Research Park	64.207	Undeveloped Land Adjacent to the Iowa Medical and Classification Center (Excludes Granted Land)
700 S Clinton Street / Iowa City Central District	1.538	Clinton Street Building / Office of State Archeologist and WSUI (Non-Contiguous Property)
2222 Old Highway 218 S / Iowa City SC District - River Corridor	7.469	Mossman Services Building (Non-Contiguous Property)
Observatory Avenue SW / Johnson Co. - Liberty Township	5.750	Old Physics Observatory Site (Non-Contiguous Property)
4385 560th Street SE / Johnson Co. - Pleasant Vally Township	15.102	WSUI Radio Transmitter and Towers Site (Non-Contiguous Property)
1 - 12 Woolf Avenue Court / Iowa City NW District - Manville	1.096	Woolfe Avenue Apartments - Faculty/Staff/Student Rental / Campus Contiguous Expansion
103 Grove Street / Iowa City NW District - Manville	0.287	Faculty/Staff/Student Rental / Campus Contiguous Expansion
7 Triangle Place / Iowa City SW District - Melrose	0.129	Faculty/Staff/Student Rental / Campus Contiguous Expansion
8 Triangle Place / Iowa City SW District - Melrose	0.158	Faculty/Staff/Student Rental / Campus Contiguous Expansion
601 Melrose Avenue / Iowa City SW District - Melrose Historic	0.198	Faculty/Staff/Student Rental / Campus Contiguous Expansion
605 Melrose Avenue / Iowa City SW District - Melrose Historic	0.103	Faculty/Staff/Student Rental / Campus Contiguous Expansion
609 Melrose Avenue / Iowa City SW District - Melrose Historic	1.559	Faculty/Staff/Student Rental / Campus Contiguous Expansion
701 and 707 Melrose Avenue / Iowa City SW District - Melrose Historic	0.957	701 - Melrose Day Care Center and 707 - Faculty/Staff/Student Rental / Campus Contiguous Expansion
741 Melrose Avenue / Iowa City SW District - Melrose	0.360	Caywood Apartments - Faculty/Staff/Student Rental / Campus Contiguous Expansion
807 Melrose Avenue / Iowa City SW District - Melrose	0.172	Faculty/Staff/Student Rental / Campus Contiguous Expansion
2 Melrose Place / Iowa City SW District - Melrose	0.161	Faculty/Staff/Student Rental / Campus Contiguous Expansion
3 Melrose Place / Iowa City SW District - Melrose	0.146	Faculty/Staff/Student Rental / Campus Contiguous Expansion
4 Melrose Place / Iowa City SW District - Melrose	0.146	Faculty/Staff/Student Rental / Campus Contiguous Expansion
5 Melrose Place / Iowa City SW District - Melrose	0.022	Faculty/Staff/Student Rental / Campus Contiguous Expansion
6 Melrose Place / Iowa City SW District - Melrose	0.316	Faculty/Staff/Student Rental / Campus Contiguous Expansion
7 Melrose Place / Iowa City SW District - Melrose	0.205	Faculty/Staff/Student Rental / Campus Contiguous Expansion
8 Melrose Place / Iowa City SW District - Melrose	0.139	Faculty/Staff/Student Rental / Campus Contiguous Expansion
219 Melrose Court / Iowa City SW District - Melrose Historic	0.123	Faculty/Staff/Student Rental / Campus Contiguous Expansion
229 Melrose Court / Iowa City SW District - Melrose Historic	0.123	Faculty/Staff/Student Rental / Campus Contiguous Expansion
307 Melrose Court / Iowa City SW District - Melrose Historic	0.123	Undeveloped Property / Campus Contiguous Expansion
311 Melrose Court / Iowa City SW District - Melrose Historic	0.123	Faculty/Staff/Student Rental / Campus Contiguous Expansion
Iowa Lakeside Laboratory / Dickinson Co., Iowa	134.070	Regents Resource Center and Field Station
Wood Forest Botanical Preserve / Muscatine Co., Iowa	37.000	Preserve Area / UI Biological Sciences Dept.
Total Land (06/30/2008)	2,116.037	

IOWA STATE UNIVERSITY
 (Does not include information on Animal Research Station, Agricultural Experiment Station
 or Lakeside Laboratory)

BUILDING NAME	FUNCTION/ Use	Replacement Value	TOTAL GSF
MWL COMMONS	RES HAL	\$19,949,709	1,969
NATIONAL SWINE RESEARCH CENTER	SCI RES	\$23,277,079	56,908
NUCLEAR ENGINEERING LABORATORY	SCI RES	\$6,119,196	17,453
OAK HALL	RES HAL	\$48,075,643	137,120
OFFICE AND LABORATORY BUILDING	ADMIN	\$10,222,035	29,155
OIL STORAGE BUILDING	SUPPORT	\$56,098	480
P.E. (EAST) STORAGE SHED	SUPPORT	\$37,398	320
PALMER HDIFS	ACAD	\$12,044,155	34,352
PEARSON HALL	ACAD/ADMIN	\$27,995,507	79,848
PHYSICAL PLANT STORAGE	SUPPORT	\$1,457,252	12,469
PHYSICS HALL	SCI RES	\$27,938,708	79,686
PLANT PATHOLOGY GREENHOUSE	SCI RES	\$4,828,601	20,658
POWER PLANT	POWER PLNT	\$32,116,091	141,934
PRINTING BUILDING	SUPPORT	\$6,988,826	29,900
RALPH OLSEN BUILDING	ATHLETIC	\$13,621,199	38,850
REACTOR WAREHOUSE ASC	SUPPORT	\$463,857	3,969
REIMAN GARDENS CONSERVATORY	STU LIFE	\$12,008,743	34,251
REIMAN GARDENS POTTING SHED	SUPPORT	\$74,096	317
REIMAN MAINTENANCE BLDG	SUPPORT	\$1,046,454	4,477
RICHARD O. JACOBSON ATHLETIC BLDG.	ATHLETIC	\$15,952,404	45,499
ROBERTS HALL	RES HAL	\$14,225,650	40,574
ROSS HALL	ACAD	\$30,103,725	85,861
RUMINANT NUTRITION LABORATORY	SCI RES	\$3,614,598	8,837
SCHEMAN HALL	STU LIFE	\$43,306,295	123,517
SCHILLETTER VILLAGE	RES HAL	\$106,042,696	302,452
SCHILLETTER-UNIVERSITY VILLAGE COMM CTR	RES HAL	\$1,360,367	3,880
SCIENCE HALL	SCI RES	\$33,338,102	95,086
SCIENCE HALL ADDITION NO 2	SCI RES	\$50,509,888	123,487
SEED SCIENCE	SCI RES	\$15,194,237	40,794
SLOSS HOUSE	STU LIFE	\$1,346,342	3,840
SNEDECOR HALL	ACAD	\$13,721,824	39,137
SOCCER PRESS BOX	ATHLETIC	\$207,912	593
SOFTBALL DUGOUT 1ST BASE SW ATH CPLX	ATHLETIC	\$92,561	396
SOFTBALL DUGOUT 3RD BASE SW ATH CPLX	ATHLETIC	\$77,602	332
SOFTBALL PRESSBOX SW ATHLETIC CPLX	ATHLETIC	\$209,431	896

IOWA STATE UNIVERSITY
 (Does not include information on Animal Research Station, Agricultural Experiment Station
 or Lakeside Laboratory)

BUILDING NAME	FUNCTION/ Use	Replacement Value	TOTAL GSF
SOFTBALL STORAGE	ATHLETIC	\$132,297	1,132
SOUTH WEST STORAGE SHED	SUPPORT	\$70,122	600
SPANGLER GEOTECH LAB	SCI RES	\$2,893,584	8,253
SPANGLER GEOTECH STORAGE	SUPPORT	\$71,057	608
STATE GYM	STU LIFE	\$23,348,873	66,595
STEPHENS AUDITORIUM	STU LIFE	\$44,956,617	128,224
STUDENT SERVICES	ADMIN	\$12,029,780	34,311
SURPLUS AND STORAGE FACILITY	SUPPORT	\$3,701,039	31,280
SWEENEY HALL	SCI RES	\$43,763,342	109,540
TELECOMMUNICATION BLDG-UNIV VILL	SUPPORT	\$157,767	300
TELECOMMUNICATION NODE AT ISU RESEARCH PARK	SUPPORT	\$157,767	300
THIELEN STUDENT HEALTH CENTER	SUPPORT	\$13,595,339	33,238
TOWN ENGINEERING BUILDING	SCI RES	\$45,178,182	110,452
TRACK STORAGE	ATHLETIC	\$134,401	1,150
TRANSPORTATION SERVICES	SUPPORT	\$1,292,348	5,529
TRANSPORTATION VEHICLE STORAGE	SUPPORT	\$701,220	6,000
UDA COMMUNITY CENTER	RES HAL	\$20,650,929	58,900
UNIVERSITY SURPLUS AND STORAGE	SUPPORT	\$3,655,694	31,280
UNIVERSITY VILLAGE	RES HAL	\$123,641,565	352,647
UV LAUNDRY	RES HAL	\$1,262,196	3,800
UV STORAGE BUILDING	RES HAL	\$2,103,660	6,000
VEENKER GOLF COURSE STG SHED #1	SUPPORT	\$50,838	435
VET EQUIPMENT STORAGE 37	SUPPORT	\$805,001	6,888
VET RES CATTLE SHELTER #36	SCI RES	\$200,549	1,716
VET RES OFFICE & REFRIGERAT #8	SCI RES	\$69,187	592
VET RES SURGICAL & STORAGE #7	SCI RES	\$102,144	874
VET RESEARCH ANIMAL HOLDING	SCI RES	\$2,140,357	9,157
VET RESEARCH ANIMAL HOUSING #16	SCI RES	\$197,978	1,694
VET RESEARCH BARN #5	SCI RES	\$249,284	2,133
VET RESEARCH BARN #6	SCI RES	\$259,568	2,221
VET RESEARCH LABORATORY #12	SCI RES	\$917,152	1,744
VET RESEARCH LABORATORY #2	SCI RES	\$1,038,633	1,975
VET RESEARCH LABORATORY #3	SCI RES	\$1,327,346	2,524
VET RESEARCH LABORATORY #3 A	SCI RES	\$380,744	724
VET RESEARCH LABORATORY #4	SCI RES	\$1,091,222	2,075

IOWA STATE UNIVERSITY
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 or Lakeside Laboratory)

BUILDING NAME	FUNCTION/ Use	Replacement Value	TOTAL GSF
VET RESEARCH LABORATORY 29	SCI RES	\$1,473,497	6,304
VET RESEARCH LABORATORY 29A	SCI RES	\$1,201,190	5,139
VET RESEARCH MAIN LABORATORY #1	SCI RES	\$5,229,450	9,944
VET RESEARCH POULTRY HOUSE #35	SCI RES	\$383,334	3,280
VETERINARY MEDICINE	SCI RES	\$233,904,302	444,778
VMRI CATTLE RESEARCH BLDG #41	SCI RES	\$628,270	1,536
WALLACE	RES HAL	\$36,385,605	103,778
WASTE CHEMICAL HANDLING	SCI RES	\$1,579,381	6,757
WELCH HALL	RES HAL	\$14,225,650	40,574
WILLOW	RES HAL	\$35,491,900	101,229
WILSON	RES HAL	\$36,385,605	103,778
WILSON-WALLACE COMMONS	RES HAL	\$21,018,018	59,947
ZAFFARANO PHYSICS ADDITION	SCI RES	\$32,423,119	79,268

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
CAMPUS AND RECREATION AREA:			
General:			
Badger, Lewis	E 1/2 of NW Fr 1/4, Section 4-83-24	1859	49.960
Badger, Lewis	E 1/2 of SW 1/4, Section 4-83-24	1859	80.000
Bennett, G.A.J.	Lot 2 in Section 33-84-24	1883	1.470
Campbell, Helen Kooser	Part of Section 33-84-24, Story Co.	1959	79.750
Campbell, J.E.	N 1/2 of NE 1/4 of NW 1/4 of SW 1/4, Section 33-84-24	1906	5.000
Campbell, J.E.	W 1/2 of NW 1/4 of NE 1/4 of SW 1/4, Section 33-84-24	1906	5.000
Cooper, Absolom	NW Fr 1/4, Section 3-83-24; E 1/2 of NE Fr 1/4, Section 4-83-24; E 1/2 of SW 1/4, Section 3-83-24	1859	228.040
Gilchrist, Ellen	Lots in SE 1/4 and SW 1/4 of SW 1/4, Section 33-84-24	1906	29.900
Heistand, Samuel and Eleanor	Part of NW 1/4, Part of SW 1/4 and NW 1/4 of SE 1/4, Section 33-84-24	1870	181.930
Jones, Thos. S.	Chain Description in NE Corner of W 1/2 of NW 1/4, Section 4-83-24	1859	10.000
Kintzley, Polly A.	SE 1/4 of SE 1/4, Section 33-84-24	1898	40.000
Little, E.E.	S 1/2 of NE 1/4 of NW 1/4 of SW 1/4, Section 33-84-24	1906	5.000
Luther, Samuel	W 1/2 NE Fr 1/4, Section 4-83-24	1859	49.880
McCarthy, Henry	W 1/2 of SW 1/4, Section 3-83-24	1859	80.000
McCarthy, Henry	SE 1/4, Section 4-83-24	1859	160.000
Olsan, Charles	Lots 6 & 7 in W 1/2 of NW 1/4 and Lots 1 & 2 in W 1/2 of SW 1/4 in Section 4-83-24	1936	8.000
Stevens, J.L.	S 1/2 of SW 1/4, Section 34-84-24	1906	80.000
Whitmore, A.P.	W 1/2 of SW 1/4 of NE 1/4 of SW 1/4, Section 33-84-24	1906	5.000
Whitmore, A.P.	SE 1/4 of NW 1/4 of SW 1/4, Section 33-84-24	1906	10.000

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
International House Area: Pope, Thos. E.	Lots 2 in NW 1/4 of NE 1/4 of NE 1/4, Section 9-83-24 (2154 Lincoln Way)	1884	1.000
Sigma Nu	Lot on Lincoln Way	1923	0.685
Smith, Sallie Stalker Estate	Lot on Lincoln Way	1927	3.056
Smith, Sallie Stalker Estate	Lot on Ash Avenue	1929	2.160
Iowa State Center Area: McLain, W.D.	NW 1/4 of Section 10-83-24, with exception of SW 1/4 and N 5 acres of SW 1/4, except piece 409 * 1485 and less 9.984 acres for highway right-of-way	1920	165.316
Munn, A.H.	3 acres in NW 1/4, Section 10-82-24 (108 Beach)	1921	3.000

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
O'Brien, George	3 lots in NW 1/4, Section 10-83-24 (Lincoln Way - Beach)	1921	1.240
Ward, W.B.	Small lot in NW 1/4, Section 10-83-24 (104 Beach)	1921	0.825
Reiman Horticulture Garden	Lot 8, Gateway Hills Plat 3	1993	2.200
NE Corner of Elwood Drive and N 1/3 of SW 1/4, NW 1/4 of Section 15-83-24, except right-of-way for US Highway 30	established roads and highways	1976	8.050
South Towers Area: Champlin, C.H.	NW 1/4 of NE 1/4 of SW 1/4, Section 9-83-24	1906	10.000
Frandsen, J.H.	Lots 1 thru 8 of Lee & Little's Addition	1921-67	3.040
Frandsen, J.H.	Tract in Outlet 1, Ressler & Miller Addition to Ames	1924	1.832
Franklin Ave. Park	Tract in NW 1/4 of NE 1/4, Section 8-83-24	1944	4.020
Higley, E.E.	Tract in Lot 1, Block 1, Ressler & Miller Addition to Ames	1925	0.183
Kimble, E.W.	SW 1/4 of NW 1/4 of NW 1/4 in Section 9-83-24	1924	10.000
Lee, C.G.	NW 1/4 of SW 1/4 & SW 1/4 of NE 1/4 of SW 1/4, Section 9-83-24	1905	50.000
Lee, C.G.	W 1/2 of SE 1/4 of NW 1/4, with exceptions, in Section 9-83-24	1923	12.000
Levine, Max	Tract in Lot 1, Block 1, Ressler & Miller Addition to Ames	1925	0.092
Little Bros.	Tract in the W 1/2 of SE 1/4 of NW 1/4 of NW 1/4, Section 9-83-24	1924	2.237
Little Bros.	Tract in E 1/2 of SE 1/4 of NW 1/4, Section 9-83-24	1924	1.418

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
Lloyd-Jones-McDowell, et al	10 acres in SW 1/4 of SW 1/4 of NW 1/4, Section 9-83-24	1923	10.000
McCarthy, D.	E 1/2 of NE 1/4 of SW 1/4, Section 9-83-24	1906	20.000
McCarthy, D.	Tract located in NW 1/4 of SE 1/4 & in SW 1/4 of SE 1/4 of Section 9-83-24	1927-67	40.575
Rice, T.L.	7 lots in SW 1/4 of SE 1/4 of NW 1/4, Section 9-83-24	1924	1.750
Searle, Mary	N 1/2 of SW 1/4 of NW 1/4, Section 9-83-24	1924	20.000
Stanton, E.M.	E 1/2 of S 1/2 of SE 1/4 of NW 1/4, Section 9-83-24	1922	10.000
Story, Miley M.	Tract in Lot 2, Beardshear Addition to Ames	1924	3.539
Valine, H.N.	Tract in E 1/2 of SE 1/4 of NW 1/4 of NW 1/4, Section 9-83-24	1924	4.082
Waltmire, C.L.	Lot 11, T.L. Rice Addition, Section 9-83-24	1924	0.750

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
Vet College & VMRI Area:			
Buchanan Tract	Part of Section 10-83-24, Story Co.	1964	11.220
Fuchs, C.J.	S 1/2 of SW 1/4 of SW 1/4, Section 10-83-24, less 4.91 acres for highway right-of-way	1921	15.090
Fuchs, C.J.	NW 1/4 of NW 1/4, Section 15-83-24, less 0.67 acres for highway right-of-way	1921	38.170
Randau Farm	Part of Section 14-83-24, Story Co.	1960	92.020
Templeton Estate	SE 1/4 of SW 1/4 & NE 1/4 of SW 1/4 & part of E 1/2 of NW 1/4 lying W of the C&NW RR right-of-way in Section 15-83-24, less 11-66 acres for road right-of-way	1945	128.360
Southern Hills Drive:			
	Parcel A of Lot 1 in Southern Hills Industrial Park Second Addition(ID 09-15-255-055)	2007	6.140
Westgate:			
Roberts, Marla M.	Part of Lot 1 in Otis, Illsley & Parsons Subdivision of Section 4-83-24	1942	0.280
Steel, William A.	Part of Sublot 2 of Lot 5 in Otis, Illsley & Parsons Subdivision in Section 4-83-24	1943	0.320
TOTAL CAMPUS AND RECREATION AREA			<u>1,793.580</u>
FARMS AND TRACTS:			
Agronomy Farm-Kramme Tract Part of Sections 8 & 9, all in T83-25, Boone County			
		1960	229.210
Agronomy Farm-Leonard Tract Part of Section 8-83-25, Boone County			
		1960	31.710
Agronomy Farm-Olsen Tract Part of Section 9-83-25, Boone County			
		1960	154.200
Allee Memorial Farm NW 1/4, Section 29-90-35N, Buena Vista Co.			
		1958	160.000
Allen Estate N 1/2 of N 1/2 of SW 1/4 of NW 1/4, Section 21-83-24			
		1926	10.000
Ames, H. Farm Part of sections 35 & 36, all in T83-24,			

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
	Story County		
Animal Reproduction Farm (A)	Part of Section 20-83-24, Story County	1976	137.290
Animal Science Farm	SE 1/4, except right-of-way of the FT D, DM&S RR, and SE 1/4 of NE 1/4, Section 20-83-24	1964-67	97.080
Baird Farm	Part of Section 21, T79N, R21W, Jasper Co.	1934	197.000
Bates Farm	Part of Section 36-83-24, Story County	1986	227.510
Bilsland Memorial Farm	Part of Section 18-82-25, Boone County	1976	72.600
Brayton Memorial Forest	Part of Section 36-88-4 & Section 31-88-3, Delaware County	1959	256.490
Brooks (Ag 450)	Lot three of Brooks Subdivision Part of NE 1/4 of Section 30, T83N, R24W, Story Co.	1949	322.000
Burkey Farm	Part of SW 1/4 of Section 8, T83N, R25W, Boone County	1984	50.500
Colles Farm	Parts of Sections 35-89-23 & 26-89-23, Hamilton County	1984	153.000
Curtiss Farm	Parts of Sections 16 & 17, all in T83-24, Story County	1974	281.960
Dairy Facility	Parts of Sections 27, 28, & 29 all in T83-24	1976	141.006
Fick Observatory Area	Part of Section 13-83-27, Boone County	2006	884.570
Finch Farm	Parts of Sections 19 & 30, all in T84-24, Story County	1968	46.560
Hinds Irrigated Plot Area	Part of Sections 23 & 26, all in T84-24, Story County	1976	69.960
Horticulture Farm	Parts of Sections 1-84-24 & 6-84-23, Story Co.	1975	50.000
Iowa Energy Center	Lot one, Industrial Park, 2nd Addition, Nevada	1969-74	229.000
Applied Science Center	Tracts in Section 32 & 33, all in T84-24	1998	6.050
Kelley Farm	SW 1/4, S 36 T84N R25 W of 5th PM	1940-70-72	242.660
Kendall Farm	E 1/2 of NE 1/4 and E 1/2 of SE 1/4 of Section 7; NE 1/4 of NE 1/4 and North 495 feet of SE 1/4 of NE 1/4, Section 18, Lucas County	1989	199.000
Littlefield Natural Area	Part of Section 17-83-24, Story County	1984	215.000
MacDonald Woods	Part of Section 36-83-24	1966	31.510
		1954	5.600

IOWA STATE UNIVERSITY
 INVENTORY OF LAND
 As of June 30, 2008

Grant or Plot	Description	Year Acquired	June 30, 2008 Acres
McNay Farm Complex	Parts of Sections 7, 8, 9 & 18, all in T71-22, Lucas County	1972-74-76-88-89	1,737.120
Northeast Iowa Agriculture Research Center	Part of Section 24-94-15, Floyd County	1982	1.900
Plant Introduction Farm	S 1/2 of SE 1/4, Section 8-83-24	1923	79.400
Rew, N.C.	S 1/2 of SW 1/4, Section 9-83-24	1905	79.240
Rhodes Research Farm	Part of Section 17, 20 & 29, T82N, R20, Marshall Co.	1980-85-99	2,019.800
Ruminant Nutrition Farm	Part of Section 30-84-24, Story County	1954	300.000
Sheldon, Parley	Descriptions in Sections 16, 17, 20 & 21, all in T83-24	1914	165.500
Stevens, J.L.	N 1/2 of N 1/2 of NW 1/4, Section 16-83-24	1905	24.860
Student Lab Farm (Ag 450)	SW 1/4, except C&NW RR right-of-way, and S 3/4 of SW 1/4 of NW 1/4, Section 21-83-24	1942	187.000
Swine Nutrition Farm	N 1/2 of SE 1/4, Section 8-83-24	1923	54.190
Woodruff Farm	W 1/2, Section 19-83-24	1938	169.660
Packer Family Farm:	Parcel 09-16-225-045 & 09-16-225-005	2008	36.300
TOTAL FARMS AND TRACTS			<u>9,356.436</u>

TOTAL LAND, INCLUDING ENDOWMENT INVESTMENTS

11,293.016

University of Northern Iowa

Building List	Street Address	Replacement Cost	Gross Square Feet	Use
2401 College Art #2	2401 College	\$1,833,921	5,232	Administration/Office/Classroom
Baker Hall	2607 Campus Street	\$4,761,113	13,583	Administration/Office/Classroom
Bartlett Hall	1200 W. 23rd St	\$31,584,306	90,107	Administration/Office/Classroom
Begeman Hall	1114 W 23rd St	\$36,607,297	104,437	Administration/Office/Classroom
Bender Hall	2005 Campus St	\$12,029,406	29,406	Mixed Laboratory
Biology Research Complex	8100 University Ave	\$38,447,487	109,687	Residence Hall
Business Community Service Center	1017 Library Dr	\$7,181,399	17,555	Mixed Laboratory
Campbell Hall and Dining Center	1301 W. 23rd St	\$10,577,642	30,177	Administration/Office/Classroom
Center for Educational Technology	2304 College St	\$4,019,550	1,905	Service and Support
Center for Energy & Environmental Education	8106 Jennings Dr	\$48,576,046	132,877	Residence Hall/Food Service
College Courts	1224 W 23rd	\$3,937,391	11,233	Administration/Office/Classroom
Commons	1555 W 27th St	\$10,259,019	29,268	Administration/Office/Classroom
Communication Arts Center	1305 W 27th St	\$11,172,825	31,875	Family Housing
Cooling Tower	2001 Campus St	\$19,183,259	54,728	Administration/Office/Classroom
Curris Business Building	1116 W 23rd St	\$19,064,082	54,388	Administration/Office/Classroom
Dancer Hall	3802 Jennings Dr	\$637,500	625	Service and Support
East Bartlett Hall	2401 College	\$35,411,984	101,027	Administration/Office/Classroom
Elklor Hall (A)	2700 Campus St	\$38,455,900	109,711	Residence Hall
Gallagher/Bluedorn Performing Arts Center/School of Music	2601 Missouri St	\$12,881,961	36,751	Administration/Office/Classroom
Garage at 2401 College	2800 Hudson Rd	\$6,249,772	17,830	Administration/Office/Classroom
Glichrist Hall	3798 Jennings Dr	\$44,102,777	125,821	Performing Arts Assembly/Ofc/Clism
Greenhouse	1223 W. 22nd St	\$143,947	616	Service and Support
Greenhouse Addition	1215 W 23rd St	\$23,721,792	67,676	Administration/Office/Classroom
Greenhouse Addition #1	1209 W 23rd St	\$1,438,184	4,103	Administration/Office/Classroom
Hagemann Hall	1203 W 23rd St	\$2,312,965	9,898	Service and Support
Hackroth Storage	1233 W 22nd St	\$1,864,416	5,319	Administration/Office/Classroom
Hillside Courts	2115 Merner	\$555,574	1,585	Administration/Office/Classroom
Holmes Hall (E)	8628 University Avenue	\$30,803,698	87,880	Residence Hall
House #2	3214 Hudson Rd	\$140,208	1,200	Warehouse/Shop/Storage
House #21	8712 University Avenue	\$72,293,698	206,247	Family Housing
House #22	2604 College St	\$6,966,936	19,876	Apartment Residence
House #23	2637 Hudson Rd	\$547,512	2,343	Service/Support/Foundation
House #24	1012 W 23rd St	\$801,289	3,429	Service/Support/Rental Property
House #25	3204 Panther Lane	\$710,621	3,041	Service/Support/Rental Property
House #26	2900 Campus St	\$769,275	3,292	Service/Support/Rental Property
House #29	1204 W 23rd	\$432,308	1,850	Service/Support/Rental Property
House #30	1601 W 27th St	\$651,967	2,790	Service/Support/Rental Property
House #31	2900 Campus St	\$573,918	2,456	Service/Support/Safety Office
House #32	1204 W 23rd	\$318,740	1,364	Service/Support/Rental Property
House #33	1204 W 23rd	\$341,173	1,460	Service/Support/Rental Property
House #34	1601 W 27th St	\$504,749	2,160	Service/Support/Rental Property
Human Performance Center	1601 W 27th St	\$748,243	3,202	Service/Support/Continuing Education
Industrial Technology Center	1601 W 27th St	\$931,682	3,987	Service/Support/Development
Innovative Teaching & Technology Center (former East Gym)	1601 W 27th St	\$314,300	1,345	Service/Support/Rental Property
Jennings Courts	2900 Campus St	\$11,082,741	31,618	Administration/Office/Classroom
Kamerick Art Building	1204 W 23rd	\$26,360,297	64,438	Mixed Laboratory
	1204 W 23rd	\$36,468,451	104,041	Administration/Office/Classroom
	1601 W 27th St	\$10,146,152	28,946	Administration/Office/Classroom
		\$26,743,624	76,297	Administration/Office/Classroom

University of Northern Iowa

Building List	Street Address	Replacement Cost	Gross Square Feet	Use
Landscaping Buildings	8201-8203 South Courts	\$332,176	2,843	Warehouse/Shop/Storage
Lang Hall	2401 Wisconsin St	\$37,164,564	106,027	Administration/Office/Classroom
Latham Hall	2700 Missouri St	\$17,563,506	50,107	Administration/Office/Classroom
Lawther Hall	1300 W 23rd St	\$37,535,434	107,085	Residence Hall
Marshall Center School	2301 Indiana St	\$324,932	927	Administration/Office/Classroom
Maucker Union	1015 Union Dr	\$42,091,493	120,083	Student Services
McCullum Science Hall	2615 Wisconsin St	\$67,990,957	172,432	Mixed Lab and Admin/Ofc/Clism
McGovern Hall (D)	3799 Jennings Dr	\$9,662,084	27,565	Administration/Office/Classroom
McLeod Center	2501 Hudson Rd	\$49,072,800	140,000	Athletics/Physical Education
Museum	3219 Hudson Rd	\$3,646,810	10,404	Administration/Office/Classroom
Noehren Hall	2900 Hudson Rd	\$52,561,175	149,952	Residence Hall
Observatory Dome	3600 Jennings Dr	\$140,909	402	Administration/Office/Classroom
Pendergraft Hall (B)	3801 Jennings Dr	\$8,473,821	24,175	Residence Spaces
Physical Plant	1801 W 31st St	\$10,071,257	38,529	Service and Support / Office
Power Plant	1901 W 30th St	\$55,049,400	53,970	Service and Support
President's Garage	2501 College St	\$57,252	490	Warehouse/Shop/Storage
President's House	2501 College St	\$2,710,221	11,598	Residence/Service and Support
Price Laboratory School	1901 Campus St	\$63,276,221	180,521	Administration/Office/Classroom
Psychology #1	2800 Campus St	\$1,586,454	4,526	Administration/Office/Classroom
Redeker Dining Center and Addition	1501 Redeker Dr	\$27,610,199	68,066	Dining Center
Residence On The Hill	3800 Jennings Dr	\$2,383,185	6,799	Apartment Residence
Rider Hall	2801 Ohio St	\$30,122,988	85,938	Residence Hall
Rod Library	1015 Library Dr	\$82,724,122	236,004	Library
Russell Hall	2601 Minnesota St	\$21,622,527	61,687	Administration/Office/Classroom
Sabin Hall	1016 Union Dr	\$19,440,891	55,463	Administration/Office/Classroom
Schindler Education Center	2300 Indiana St	\$62,746,250	150,480	Administration/Office/Classroom
Seerley Hall	2601 Wisconsin St	\$19,714,296	56,243	Administration/Office/Classroom
Shull Hall	2901 Ohio St	\$29,893,997	85,283	Residence Hall
Storage Building #10		\$373,887	3,200	Warehouse/Shop/Storage
Storage Building 1	2416 W 27th St	\$114,036	976	Warehouse/Shop/Storage
Storage Building 2	2903 W 27th St	\$182,621	1,563	Warehouse/Shop/Storage
Storage Building 9		\$327,152	2,900	Warehouse/Shop/Storage
Strayer-Wood Theatre	1505 W 27th St	\$19,702,379	56,209	Administration/Office/Classroom
Student Health Center	1402 W 23rd St	\$10,133,321	24,771	Student Health Center
Towers Dining Center	2003 Campus St	\$23,820,319	58,229	Dining Center
Trailer #1	2807 College St	\$57,719	494	Warehouse/Shop/Storage
Trailer #2	2809 College St	\$59,238	507	Warehouse/Shop/Storage
Trailer #3	2811 College St	\$57,719	494	Warehouse/Shop/Storage
Trailer #4	2813 College St	\$57,719	494	Warehouse/Shop/Storage
UNI-Dome	2401 Hudson Rd	\$17,615,897	238,623	Athletics/Physical Education/Recreation
University Apartments Office	3900 Jennings Dr	\$2,486,238	7,093	Administration/Office/Classroom
Visitor & Information Center	2800 Campus St	\$47,320	135	Administration/Office/Classroom
Warehouse #1	9301 University Ave	\$4,162,892	35,629	Warehouse/Shop/Storage
Warehouse	2412 W 27th St	\$1,887,550	16,155	Warehouse/Shop/Storage
Wellness/Recreation Center	2301 Hudson Rd	\$65,794,677	244,764	Recreation/Admin/Ofc/Classroom
West Gymnasium	2501 Minnesota St	\$18,531,291	52,868	Administration/Office/Classroom
Wright Hall	1016 Library Dr	\$17,215,723	42,084	Mixed Laboratory

University of Northern Iowa Land

LAND:		Use
1203 W. 23rd Street	.17 acres	Multimodal Transportation Center
2407 W. 27th Street	98.23 acres	Recreation Fields/Rented Farm Land
8614 University Avenue	.65 acres	Campus Entrance
Botanical Preserve	7.50 acres	Nature Preserves (Biology)
Campus	597.27 acres	Main Campus
Campus Supply Warehouse	2.03 acres	Campus Warehouse
Farm Land-2124 W. 27th Street	58.00 acres	Research/Farm Land
Land-1204 W. 22nd Street	.12 acres	Multimodal Transportation Center
Land-1209 W. 22nd Street	.22 acres	Rental Property
Land-1210 W. 22nd Street	.20 acres	Multimodal Transportation Center
Land-1215 W. 23rd St.	.29 acres	Multimodal Transportation Center
Land-1222 W. 22nd St.	.20 acres	Multimodal Transportation Center
Land-1233 W. 22nd Street	.23 acres	Rental Property
Land-1721 W. 27th Street	.49 acres	Main Campus - McLeod Center
Land-1809 W. 27th St.	2.80 acres	Main Campus - McLeod Center
Land-2211 Merner Street	.08 acres	Campus Contiguous Expansion
Land-2412 W. 27th St.	5.69 acres	Campus Warehouse
Land-2604 College St.	.18 acres	Rental Property
Land-2619 Hudson Rd.	.67 acres	Main Campus - Continuing Education
Land-3204 Panther Lane	.38 acres	Rental Property
Land-3214 Hudson Road	.61 acres	Rental Property
Land-8628 University Avenue	.47 acres	Main Campus
Land-8712 University Avenue	.87 acres	Rental Property
Land-EMC-2304 College Street	.25 acres	Main Campus

Land-Hudson & Greenhill Road	65.70 acres	Rented Farm land
Land-SE Corner Hudson Rd & Univ.	4.88 acres	Campus Entrance
Land-West 27th St.	27.59 acres	Research/Rented Farm Land
Land-3104 Hudson Rd	2.04 acres	Rental Property
Museum Building	.90 acres	Museum
NW Corner Hwys. 57 & 58	17.00 acres	Main Campus
Residence System	40.00 acres	Residence System
Total Land	<u>935.71 acres</u>	

IOWA SCHOOL FOR THE DEAF

3501 Harry Langdon Blvd
Council Bluffs, IA

Buildings:	Use	Total Gross Square Feet	Replacement Value
Giangreco Hall	Admin., Boys Dorm., cafeteria, Museum, etc.	119,113	\$ 41,751,489
High School	Classrooms	48,572	\$ 17,025,457
Careers Building	Vocational classrooms, leased space	36,029	\$ 12,628,885
Elementary Building	Classrooms	18,772	\$ 6,579,961
Old Infirmary Building	Meeting Rooms, leased space	15,138	\$ 3,537,448
Girls Dormitory	Girls Dorm, School Health Center	42,146	\$ 9,848,677
Power House	Central Physical Plant	6,800	\$ 2,383,536
Vehicle Maintenance Building	Vehicle/grounds maintenance	1,536	\$ 179,466
Garage	Garages for vehicles	10,880	\$ 1,271,219
Barn	Storage and learning center	5,000	\$ 584,200
Lied Multipurpose Center	Physical Education, classrooms, swimming	65,000	\$ 15,189,200
Apartment Building	Leased apartments	3,360	\$ 392,582
Superintendent Residence	Superintendents Home	3,950	\$ 461,518
Residence	Dir. Of Facilities residence	1,440	\$ 168,250
Residence	Dir. Of Student Life residence	1,750	\$ 204,470
Residence	Staff employee residence	1,440	\$ 168,250

Land:

56.35 crop acres

E 1/2 NE 1/4 Section 7 and W 1/2 NW 1/4 Section 8 - All in 74-43, Lewis Township. Farm Lease is "Crop Share" 50/50

IOWA SCHOOL FOR THE DEAF

LAND

Campus sits on 35 acres.

56.35 crop acres

E 1/2 NE 1/4 Section 7 and W 1/2 NW 1/4
Section 8 - all in 74-43, Lewis Township

Farm Lease is "Crop Share" 50/50

IOWA BRAILLE AND SIGHT SAVING SCHOOL

For Buildings

Information is as follows:

<u>Building Name</u>	<u>Address</u>	<u>General Use</u>	<u>Square Footage</u>	<u>Replacement Cost</u>
Old Main	1002 G Avenue, Vinton, IA 52349	IBSSS Administrative, AmeriCorps NCCC Administrative, Educational, Residential and Maintenance	69,280	\$ 24,284,025.60
Cottage	1002 G Avenue, Vinton, IA 52349	Blessed Hope Church, Arc of East Central Iowa Respite and Summer Programming	12,120	\$ 3,372,390.00
Rice	1002 G Avenue, Vinton, IA 52349	AmeriCorps NCCC Dormitory	35,910	\$ 9,991,957.50
Palmer	1002 G Avenue, Vinton, IA 52349	AmeriCorps NCCC Dormitory	27,486	\$ 7,647,979.50
Old Hospital	1002 G Avenue, Vinton, IA 52349	Storage	3,200	\$ 890,400.00
Service Building	1002 G Avenue, Vinton, IA 52349	Automotive, Carpentry, Grounds and Mechanical (Electrical and Plumbing)	10,007	\$ 2,227,658.27
Residence	1107 G Avenue, Vinton, IA 52349	Superintendent Residence	2,524	\$ 303,273.25
Recreation Building	1002 G Avenue, Vinton, IA 52349	Bowling Alley, Gymnasium, Swimming Pool, Wrestling Mat Room, and Student Recreation Area.	26,524	\$ 8,856,628.84
Barn	1002 G Avenue, Vinton, IA 52349	Bus and Grounds Equipment Storage	2,376	\$ 277,611.84
Garage	1002 G Avenue, Vinton, IA 52349	State Vehicle Garage	2,080	\$ 243,027.20

IOWA BRAILLE AND SIGHT SAVING SCHOOL

LAND

<u>Parcel ID</u>	<u>Address</u>	<u>General Use</u>	<u>Acres</u>
Iowa Braille School	1002 G Avenue, Vinton, IA 52349	Iowa Braille School Campus	70