

The State Board of Regents met on Thursday, February 9, 1989, at the University Park Holiday Inn, West Des Moines, Iowa. The following were in attendance:

February 9, 1989

Members of the State Board of Regents

Mr. Pomerantz, President	All sessions
Mr. Duchon	Excused
Mr. Fitzgibbon	All sessions
Mr. Greig	All sessions
Dr. Harris	All sessions
Mr. Tyler	Excused
Miss VanEkeren	Excused
Mr. VanGilst	All sessions
Mrs. Williams	All sessions

Office of the State Board of Regents

Mr. Richey	All sessions
Director Barak	All sessions
Director Eisenhauer	All sessions
Director Wright	All sessions
Assistant Director Peters	All sessions
Minutes Secretary Briggie	All sessions

State University of Iowa

President Rawlings	All sessions
Acting Vice President Vernon	All sessions
Associate Vice President Small	All sessions

Iowa State University

Provost Glick	All sessions
Assistant Vice President Pickett	All sessions

University of Northern Iowa

President Curris	All sessions
Provost Martin	All sessions
Vice President Conner	All sessions

Iowa School for the Deaf

Superintendent Johnson	All sessions
Business Manager Ahrens	All sessions

Iowa Braille and Sight Saving School

Superintendent Thurman	All sessions
Director Hauser	All sessions

GENERAL

The following business pertaining to general or miscellaneous business was transacted on Thursday, February 9, 1989.

At its January 1989 meeting, the Board received the organizational review of the Board and Board Office completed by Peat Marwick. The Board undertook at that time to give preliminary consideration to the findings, conclusions, and recommendations outlined in the report. The Board determined at that time to hold a meeting dedicated solely to review of the report.

PEAT MARWICK ORGANIZATIONAL AUDIT REPORT OF THE IOWA BOARD OF REGENTS AND THE BOARD OF REGENTS OFFICE. The Board Office recommended the Board receive the report on the organizational review of the Board of Regents and the Board of Regents Office and authorize implementation of the recommendations as set forth below.

The report is comprised of two sections -- one reviewing the Board of Regents and one reviewing the Board Office. Each section discusses the consultant's findings, conclusions, and recommendations.

The report as it pertains to the Board of Regents is summarized below along with implementation recommendations from the Board Office.

BOARD OF REGENTS

Findings and Conclusions:

Mission and Role

- o The enabling legislation for the Board of Regents is both quite detailed and quite broad but does not specifically mention the policy planning responsibilities of the Board. The legislation does allow sufficient flexibility in certain provisions to allow the Board to set its own direction.
- o The Board has statutory responsibility for oversight of "certain significant institutional operations which might be otherwise overseen directly by state legislative bodies or agencies." Such Regent oversight "appears to be an

advantage in that certain items can be processed more expeditiously while at the same time relieving state agencies of additional administrative burdens."

- o The consultant felt there may be issues which do not have substantive implications being brought to the Board for decision. Examples would be closing of service and campus roads; demolition of university housing, residency and employee appeals; and certain personnel matters.
- o "The character of the current Board is perceived as management-oriented and 'hands-on' with a reputation for setting high standards and demanding quality work. The current Board's strong commitment to closer oversight of the institutions is reportedly a product of the Regents' historically low involvement in institutional management, a more literal reading of the dictates of enabling legislation, and the managerial experience of several of the current Regents."
- o Although "the establishment of the priority issues committees and the implementation of the organizational audits have helped the Board focus on key policy and planning issues and have resulted in the Regents exercising stronger leadership and direction over the Board staff and the institutions," it appears that the Board "continues to spend substantial time examining administrative issues on a campus-by-campus basis."
- o The Board currently lacks a comprehensive planning process, but the Board is involved in establishing a more effective planning process through the assistance of separate organizational audits.
- o The current mission and role of the Board of Regents as currently interpreted is appropriate, but the Board is devoting too much of its time to managerial oversight rather than "system leadership".

Organization

- o The Board structure is relatively simple with only one standing internal committee and only two officers, the President of the Board and the Executive Secretary.
- o Concern was expressed that the Board did not have a "well developed orientation session or training program for new Regents". It should be noted a highly developed orientation program is offered by the Board Office to new members of the Board. Participation by newly appointed members is discretionary.
- o The consultant felt "the small size of the Board makes it somewhat easier for the Regents to respond quickly to pressing issues as they arise which would not be the case if the Board had a much larger membership".

- o The Board's initiative relative to the identification of priority issues was received favorably by the consultants, but it was felt too many issues were identified as "priorities" for the Board to be able to consider key policy and planning issues.

Communication and Coordination

- o The consultant felt the Iowa open meetings law with the resultant public scrutiny at times "hinders frank, open discussions on issues".
- o The interinstitutional committees are important communication and policy vehicles but should be oriented more toward policy development and preparation of recommendations.

Meetings: Focus and Process

- o The calendar of meetings which provides for eleven meetings per year "may lead the Board to become involved in more detailed matters than they would normally have time for, given a less intensive meeting schedule. In addition, monthly meetings may also encourage the involvement of the Board in managerial and operational matters which are more appropriately the concerns of the institutions." The meetings of the Board are about average when compared to other states.
- o The compression of the meetings into essentially a "a one-day period" is questioned as is "the large number of participants at any given meeting".
- o A detailed analysis was made of the work efforts of the Board through study of the Board's minutes with the conclusion that the Board may spend "too much of its time on issues and activities which have a considerable dollar impact (e.g. facilities projects) as well as nonfaculty personnel and operational matters."

Peat Marwick Recommendations:

1. Clarify the mission and role of the Board to concentrate predominantly on policy development, planning, institutional governance and senior-level oversight and advocacy.

The Board "should consider more extensive sharing of managerial oversight with the institutional executive level, with the Board staff monitoring the delegated responsibilities on a periodic basis." It is the consultant's intent with this recommendation not to diminish the Board's role in overseeing the institutions but

to refocus the Board's energies in the critical areas of planning and policy development.

The consultant categorized the Board's responsibilities into three major areas: core, oversight and those which may be delegated.

The consultant identified a number of CORE responsibilities as follows where the Board's time and attention should be focused:

- o Determining strategic direction.
- o Monitoring institutional strategic planning efforts and approving and reviewing plans.
- o Coordinating appropriations requests.
- o Approving budgets.
- o Appointing and evaluating key executives.
- o Approving major capital investments.
- o Coordinating interinstitutional programs.
- o Overseeing legal matters.

The following areas were identified by the Board Office as also being CORE responsibilities:

- o Approving legislative programs.
- o Overseeing legislative relations.
- o Approving academic programs, changes and units.
- o Approving personnel policies.
- o Approving general policies applicable to all the institutions (e.g. purchasing policies, investment policy, procedures for business operations and capital improvements, etc.).
- o Approving institutional organizational structures.
- o Approving administrative rules (as required by the Administrative Procedures Act).

The following areas have been designated as OVERSIGHT responsibilities by the consultant:

- o Reviewing institutional budget updates.
- o Monitoring existing academic programs.
- o Approving major academic program changes. (The Board Office identified this as a CORE area.)
- o Approving annual reports on programs such as the Regents Merit System to ensure equity and accountability.
- o Reviewing summary reports from interinstitutional committees where the project undertaken is of broad or important interest to the Board or the system.
- o Reviewing summary reports on grant-seeking and fund-raising efforts.
- o Reviewing summary reports (quarterly or biannually) of personnel issues (e.g., appointments, resignations, numbers by rank and level, etc.).
- o Approving institutional calendars on an annual basis.

The following areas have been identified by the Board Office as additional items for Board OVERSIGHT:

- o Reviewing annual reports on dormitory and dining service including long-range plans, proposed annual budgets, educational programming and benefits in the dormitories, debt service reports and general financial condition, and establishment of dormitory and dining rates as required by bond covenants.
- o Reviewing annual reports on major issues related to governance such as faculty tenure, affirmative action, purchasing operations, etc.
- o Overseeing the ongoing activities of interinstitutional committees.

The consultant identified the following as areas which should be DELEGATED:

- o Approving and monitoring capital and construction projects below a substantive threshold level, provided that capital and construction projects are discussed and planned for in the institutional budget.
- o Approving faculty development leaves.
- o Managing dormitories. The Board Office noted, although management of the dormitories is already effectively delegated to the institutions, the annual reports, budget setting, rate setting and general overview set forth above should continue.

- o Enforcing operational-level administrative rules.
- o Approving leases and contracts below a substantial threshold dollar amount (to be established by the Regents).
- o Overseeing the ongoing activities of interinstitutional committees. The Board Office noted that this activity is interinstitutional in nature and should be overseen by the Board and/or its staff.
- o Managing institutional roads, traffic and traffic vehicle regulations. The Board Office noted that institutional roads funds and capital projects are approved by the Board annually; traffic and traffic vehicle regulations are now required by statute to be approved by the Board and filed as Administrative Rules.

Board Office Implementation Recommendations - Recommendation #1

- o The core areas of responsibility should include Board Office additions.
- o The policies and procedures regarding capital improvements are under review, and the recommendations of the consultant will be addressed.
- o The recommended list of activities appropriate for Board oversight with delegation to the Board Office for more detailed monitoring and review are appropriate with the additions and deletions indicated above.
- o Recent changes in docket procedures with respect to handling institutional personnel items in consolidated format on the general docket are substantial improvements. Faculty development leaves could be handled as a part of the personnel registers with appropriate annual analysis by the Board Office.
- o The need for institutional reports is under review and will be reported to the Board in the near future with appropriate recommendations.
- o The recommendation that the Board spend more time on policy and planning issues has already been established as a direction for the current Board.

The Board's discussion of the CORE areas is summarized as follows:

- o Determining strategic direction.
- o Monitoring institutional strategic planning efforts and approving and reviewing plans.

President Pomerantz stated he felt that "determining strategic direction" would include the strategic programs for each of the institutions. He said the Board itself needs to develop a strategic direction.

Regent Williams suggested "determining strategic direction" meant Regent-wide.

President Pomerantz said the Board of Regents should develop a strategic plan.

Regent Fitzgibbon asked if plan development would be done bottom-up or top-down. President Pomerantz said he felt it should be both ways. It would be difficult to develop a university strategic plan if there were issues diametrically opposed to the Board's plan. He noted there is a fine line between cooperative effort and encroaching on the role of the university presidents and administration. He said the best way he could come at it at this meeting was to say that the Regents should author a strategic plan from the top down, and the institutional strategic plans should ultimately be consistent with the plan of the Board.

President Pomerantz cautioned that he didn't want everyone to work hard to make a big book that would end up on the shelf. The policy of the Regents should encompass the strategic plans of the universities. The Regents would advise the universities during their process of the Board's concerns so they can deal with those. He said they should maintain a very active dialogue in order to end up with a total strategic plan. Annual budgets and annual non-financial plans would be parts of a longer-term plan and not separate documents. He said the first year of the long-term plan should be the current year and would hopefully be consistent with the parameters the Board has established.

President Pomerantz asked for comments from the institutions on this subject. There were no comments.

0 COORDINATING APPROPRIATIONS REQUESTS.

0 APPROVING BUDGETS.

Regent Williams said the institutions should match their appropriations requests with their strategic plans.

President Pomerantz said they should also eliminate unnecessary duplication or replication in the appropriation request, and the request should be consistent with their strategic planning goals.

Regent Harris said the institutions should agree to the budget priorities and have the problem areas generally worked out before presenting budgets to the Board.

President Pomerantz said the institutions should coordinate budget development efforts with the Board Office. There should be a test the Board of Regents could apply to come out with a Board of Regents appropriations request.

Mr. Richey stated once the appropriations are made, and the budgets are developed, the Board has a major role in the approval of the budgets of each institution. He said the budgets now come to the Board in two parts, the preliminary policy setting budgets and, later, the detailed budgets including the salaries of major administrators that are set by the Board.

President Pomerantz asked for comments from the institutions on this subject. There were no comments.

0 APPOINTING AND EVALUATING KEY EXECUTIVES.

Regent Fitzgibbon stated that some definitions would be helpful such as for the term "key executives". President Pomerantz said that he felt that phrase meant the presidents of the universities and their staffs.

Mr. Richey said this area would include presidents, vice presidents and major directors. Those appointments must be presented to the Board prior to official appointment. He noted that the title "director" is different at each institution. It covers a wide variety of positions, from very major ones to relatively minor ones.

Regent Fitzgibbon asked about the appointment of treasurers and secretaries.

Mr. Richey said that treasurers and secretaries have to be appointed each year as required by the Code of Iowa.

President Pomerantz asked about the appointment of the major officials of the universities.

Mr. Richey said the Board has changed its way of dealing with those appointments. The president formerly brought in the names of several finalists. The salary to be offered and the qualifications were discussed, and the Board would authorize an offer. The Board is kept informed of the progress of the search and notified of recommendations by the presidents and given time for comment before public release. Specific information is presented prior to presenting the appointment on the docket, depending on the position.

Regent Fitzgibbon said he would personally like to see those appointments left to the presidents.

President Pomerantz suggested the current process could be reviewed, and a determination made as to necessary changes. He said it was clearly the sense of the Board that the institutional heads be allowed to select their own staff.

Regent Williams said the Board's evaluation of institutional officials is limited to evaluating the heads of the institutions.

Regent Fitzgibbon said the Board has a committee set up to encourage evaluations of performance of officials at the next level. He questioned whether that committee was needed.

President Pomerantz said they may need a standing committee to handle emergency situations.

Vice President Vernon questioned whether the Board would want quarterly or bi-monthly personnel reports of appointments.

Mr. Richey stated the consultants recommend the reports come to the Board quarterly. At the time the monthly personnel register was established in 1965, it was done upon the advice of legal counsel in order to conform to the statute.

Vice President Vernon questioned why it should not be reported annually if the Board has delegated appointment responsibility to the president. Mr. Richey responded reports should be made frequently enough to ensure the policies of the Board are being followed.

President Pomerantz said the sense of the Board is to stretch the time as long as possible. Mr. Richey said staff will check the legal requirements to see if annual reports are sufficient.

President Pomerantz asked for comments from the institutions on this subject. There were no comments.

0 APPROVING MAJOR CAPITAL INVESTMENTS.

Mr. Richey stated that Regents policies and procedures regarding capital improvements are under review and will be reported to the Board in early spring. The recommendations of the consultants will be addressed in that review.

Regent Fitzgibbon asked the definition of "major". President Pomerantz said the Board will have to agree on a dollar amount.

GENERAL
February 9, 1989

Mr. Richey said that \$200,000 is the level now under which the institutions can proceed with a project. As far as the selection of the architect, for a project of \$1 million or more the institutional officials must receive Board approval. He noted Regent Tyler was the chair of a committee that reviewed capital project approval procedures within the last two years.

Regent Williams asked whether it was the consultant's intent to be critical of the Board's current practices with regard to capital projects. Mr. Richey responded that the consultants seemed to think the threshold wasn't high enough.

Regent Tyler asked if the process was reviewed just two years ago, why do it again now. He said that with regard to "approval" of the architect, he has had discussions with some people who feel much of this is "cut and dried" before it ever gets to the Board. He was concerned there are people being cut out of the process and not bidding because they think it is all predetermined.

Regent Williams stated it is important that the proper process for architect selection is followed.

Regent Harris said part of the problem may be the Board needs to communicate better with people who feel the selection processes are not proper.

Director Eisenhower said there are certain standards for projects costing \$100,000, \$200,000, and \$1 million. Under certain conditions design consulting agreements must be approved by the Board.

President Pomerantz said it was the sense of the Board to remain involved in the selection of architects.

Regent Fitzgibbon said he felt the Regents need to be involved in capital projects and the original approval process. University officials need to stay within the established guidelines. He said it is too big a responsibility for the Regents to not be involved.

Regent Tyler said the process needs to be reviewed to ensure the Regents are not simply a "rubber stamp".

Regent Fitzgibbon suggested the Board Office should work out a system that fits well and bring back it back for the Regents for review.

President Pomerantz said the broader issue is one of capital investment and oversight. The procedures can be reviewed to see if they can be simplified and updated.

Regent Tyler said other than updating the policy the limits should remain the same. President Pomerantz suggested the limits should be reviewed and updated periodically.

President Pomerantz asked for comments from the institutions on this subject. There were no comments.

0 COORDINATING INTERINSTITUTIONAL PROGRAMS.

Mr. Richey stated the Board is interested in seeing that interinstitutional programs are encouraged. It is not intended to mean administration by the Board, but it does mean oversight. He gave the example of the Quad Cities Graduate Program for which the Board receives an annual report.

President Pomerantz asked if this activity would include coordinating interinstitutional laser science. Regent Williams said she felt it would include it. President Pomerantz asked if the institutions have formulated a process to deal with that particular issue. Mr. Richey said it is being addressed by Regent Tyler's committee on interinstitutional cooperation. The committee hopes to have recommendations to the Board no later than its March meeting. They will address it on a very broad basis and not just as it relates to lasers. President Pomerantz asked for comments from the institutions on this subject. President Rawlings said the three presidents have found they are quite cooperative on many issues and competitive in a very few cases.

Provost Glick said faculty are highly individual. Although university officials want to make sure resources are shared, they must also allow people to be creative.

President Pomerantz stated the Regents were all pleased to see a higher level of cooperation. Obviously there would be some level of competition. One example he offered was that of the student body. He added too many students go out of state for post-secondary educational opportunities. He felt they should develop procedural guidelines to handle issues cooperatively.

Vice President Vernon stated strategic planning is occurring on each campus. At some point they will get together with the other institutions.

President Pomerantz said if the university officials do strategic planning at the level Vice President Vernon suggested it would make the Regents' task simpler.

GENERAL
February 9, 1989

Mr. Richey stated another area really needing attention is extension education in terms of strategic planning and interinstitutional cooperation which also becomes an issue of turf with respect to the independent institutions.

Regent Fitzgibbon asked how interinstitutional cooperation has worked as a core item. Mr. Richey responded that it has not worked well. However, he said that, given the new attitude toward cooperation, he expected great strides in the future. President Pomerantz stated the current cooperative efforts are working very well.

Regent Williams said the Regents function by developing the procedures by which the interinstitutional cooperation will take place and then monitoring that cooperation.

Regent Tyler stated he had not seen any great rush, even since the organizational audit started, to solving turf problems and interinstitutional cooperation. He said he didn't know how to address this problem other than to keep talking about it and hope the heads of the institutions have sincere intent to address the issue. President Pomerantz said he had high hopes, as they develop strategic plans, those plans will address these areas including turf problems. Regent Williams suggested the evaluations of the institutional heads could include the resolution of those problems. President Pomerantz stated budget review and budget authority could also address those concerns.

Regent Tyler noted the legislature is demanding interinstitutional cooperation.

Mr. Richey indicated the Board Office proposed additions to the core areas. President Pomerantz then took up each of the core areas recommended by the Board Office.

The Board's discussion of the additional CORE areas as identified by the Board Office appears below:

- 0 APPROVING LEGISLATIVE PROGRAMS.
- 0 OVERSEEING LEGISLATIVE RELATIONS.

President Pomerantz stated that the Regents spent a lot of time a year ago working on legislative programs. From the perspective of the Regents, he felt it was working pretty well.

Regent Tyler said the president of the Board, the Executive Secretary, the lobbyists and the presidents of the universities talk at least once per week.

Mr. Richey said the process is working far better now than at any time he has been with the Board.

President Pomerantz asked for comments from the institutions on this subject. There were no comments.

0 APPROVING ACADEMIC PROGRAMS, CHANGES AND UNITS.

Mr. Richey stated the Regents approve degrees, majors, minors and discontinuance of programs. Vice President Vernon asked if this meant the Board would have to be notified when university officials change a course from 3 credits to 4 credits. Mr. Richey stated those issues are addressed when the universities come in annually with catalog changes. He said approving credits per course is part of the establishment of curriculum, and the Board has never established curriculum.

President Pomerantz said the Regents should do something about initiating a review of the Board's academic affairs policy. He said he had a hunch the Board is involved in that more than it should be. He felt they should review it with a goal of simplifying and minimizing the Board's involvement in academic affairs.

Regent Fitzgibbon indicated the concept paper on the Board's role in academic affairs attached to the docket memorandum clearly shows the importance of the Board's role in academic affairs.

Regent Williams stated once a strategic plan is established the Board's role should be one of assuring the academic direction of the institution fulfills the plan.

Regent Greig stated an Iowa State University committee just came back with recommendations to the president. He questioned at what level the Regents will get involved with that and when do the institutional officials just go ahead and implement changes.

President Pomerantz asked for comments from the institutions on this subject. There were none.

0 APPROVING PERSONNEL POLICIES.

Regent Tyler asked what was meant by the term "personnel policies".

Mr. Richey responded that it meant the Regents Merit System and overarching policies regarding Professional and Scientific employees which are basic procedures analogous to those adopted by the state.

President Pomerantz asked if there were other core issues to be added. Mr. Richey stated the staff did not try to make this a total list of core areas. Staff did not mention fire and environmental safety reports as a core area because those are areas of current interest and may change as the Board changes.

President Pomerantz asked if in regard to the core areas there were any comments other than those already made.

Regent Williams said she did not see how they could eliminate those items added by the Board Office.

President Pomerantz then turned to the oversight issues raised by Peat Marwick as a part of the clarification of the mission and role of the Board.

The Board's discussion of OVERSIGHT areas is as follows:

- O APPROVING ANNUAL REPORTS ON PROGRAMS SUCH AS THE REGENTS MERIT SYSTEM TO ENSURE EQUITY AND ACCOUNTABILITY.

President Pomerantz asked if there is a legal requirement that annual reports on the Regents Merit System be presented to the Board. Mr. Richey responded that there was as well as on affirmative action. Areas of specific interest to the Board are reported annually such as the tenure report in order for the Board to provide general governance and oversight.

President Pomerantz asked for comments from the institutions on this subject. There were none.

- O REVIEWING SUMMARY REPORTS (QUARTERLY OR BIANNUALLY) OF PERSONNEL ISSUES (APPOINTMENTS, RESIGNATIONS, NUMBERS BY RANK AND LEVEL, ETC.).

Regent Fitzgibbon asked the Board's function on faculty tenure.

Mr. Richey stated that tenure decisions are made on campus and are reported as part of the personnel registers. An analytical report of tenure actions is presented to the Board annually.

President Pomerantz stated if the Board articulates a policy on tenure it is a proactive policy to put pressure on the universities to deal with tenure in one way or another.

Provost Glick suggested the Board's role is to ensure the procedures and criteria are appropriate. In order to appropriately function in review procedure, the Board needs to distance itself on individual tenure decisions. The Board should have a clear understanding of the procedure and what tenure does and does not do.

Vice President Martin stated University of Northern Iowa officials brought the university's tenure policies to the Board quite awhile ago. The university made great changes in the policies at that time and modifications ten years ago. He questioned whether annual reports on percentage of tenured faculty would indicate trends. He suggested reports be given every two years.

Mr. Richey suggested the staff could look at the detail of the reports and felt possibly parts of the report could be communicated to the Board every two years.

Regent Harris stated it is clearly a responsibility of the institutions to determine who gets tenure. He noted the Regents no longer receive the list of names of persons receiving tenure. He asked if the tenure policy is changed, the appeal process remain.

Mr. Richey stated another aspect of tenure reporting is that it allows the Board Office to respond to legislative requests for information. The Board Office can provide the legislators with reports provided to the Board which would show the Board is carrying out its responsibility.

Vice President Vernon expressed concern when faculty are hired there are certain standards in place for granting tenure. University officials basically try to maintain those standards.

President Pomerantz stated the Regents couldn't live with a system allowing 100 percent tenured faculty, and the universities couldn't live with a system allowing no tenured faculty. It is important to the Board that the universities have what they need.

Vice President Martin stated changing demographics have resulted in a high percentage of people in tenure positions.

President Pomerantz stated the Board has to be able to adjust to changing needs. If a rule is inappropriate one year from now, change would be necessary.

0 APPROVING INSTITUTIONAL CALENDARS ON AN ANNUAL BASIS.

Mr. Richey stated staff has had some concerns about the length of the academic year which is part of the university calendar. President Pomerantz stated the Board of Regents should approve the institutional year.

Mr. Richey said the consultants recommend this practice continue.

President Pomerantz asked for comments from the institutions on this subject. There were none.

GENERAL
February 9, 1989

Regent Tyler said oversight goes right to the heart of the Board's responsibility. Some of these more perfunctory tasks should be performed by Board Office staff with the Board overseeing core areas.

President Pomerantz stated the operating premise of the Board is that the universities will be unique and separate and not part of an overarching system. It coordinates when it is intelligent to do so. It strives toward excellence and to reduce duplication. The Regents are trying to find the right set of regulations to maintain the appropriate level of control.

President Pomerantz asked for comments from the institutions on this subject. There were none.

The Board's discussion of the areas recommended for DELEGATION follows:

- 0 APPROVING AND MONITORING CAPITAL AND CONSTRUCTION PROJECTS BELOW A SUBSTANTIVE THRESHOLD LEVEL, PROVIDED THAT CAPITAL AND CONSTRUCTION PROJECTS ARE DISCUSSED AND PLANNED FOR IN THE INSTITUTIONAL BUDGET.

Regent Tyler asked for the present dollar amounts at which Mr. Richey can approve capital project contracts without prior Board approval. Mr. Richey responded he can approve any contract if the Board has approved the project.

Regent Fitzgibbon said he doesn't like the idea of university officials coming into one meeting and presenting the Board with a project expecting immediate approval. Mr. Richey said Regent Fitzgibbon seemed to be suggesting a comprehensive annual capital plan.

President Pomerantz said he suggested to the Governor and the legislature the Regents have a consistent allocation for capital projects every year. He felt the Governor supported that but was not sure about the legislative support. He said they cannot continue to defer capital needs which compounds the problem. They must have at least a minimum capital level which could be increased as funding allows. At least the Board would have a minimum number it could plan on in order to institute needed repairs/projects.

Regent Harris stated that was an excellent idea which would allow better control of cash flow.

Vice President Vernon said annual priorities can be established, but the institutions don't know at the beginning of the year how much funding will be available.

President Pomerantz said when deferred maintenance is added to the capital needs picture the numbers become staggeringly high.

Regent Harris said his concern deals with upkeep -- making buildings which are unsafe safe. He felt capital projects mean taking care of buildings yet to be built as well as a considerable sum of money to be set aside to deal with deficiencies.

President Pomerantz cautioned the Board and the institutions need to be united on that issue.

Regent Tyler noted fire and environmental safety needs funding should come over and above the other capital funding. President Pomerantz said it all belongs under "capital". Regent Williams said it becomes an issue of planning and priority setting. President Pomerantz stated he is personally not a proponent of matching revenues to activities. He felt it was appropriate for the Board to consider in the longer term basis a capital program tied to lottery revenues in order to minimize the impact on the state treasury. He said the plan is what is essential. The legislature may have ways to fund it other than from lottery funds.

President Pomerantz asked for comments from the institutions on this subject. There were none.

0 APPROVING FACULTY DEVELOPMENT LEAVES.

Mr. Richey stated faculty development leaves is an area of legislative interest. He suggested leave approval could be added to the personnel registers and singled out for Board review periodically rather than be completely delegated. He noted the Regents are the only state governmental entity allowing employees to receive salary while they are someplace else.

President Pomerantz asked for comments from the institutions on this subject. There were none.

0 APPROVING LEASES AND CONTRACTS BELOW A SUBSTANTIAL THRESHOLD DOLLAR AMOUNT (TO BE ESTABLISHED BY THE REGENTS).

Regent Fitzgibbon asked if there was something in the state Code that addresses the Regents' role in approving leases of the institutions.

Mr. Richey responded that currently property and real estate matters must be acted on by roll call vote of the Board.

President Pomerantz asked for comments from the institutions on this subject. There were none.

0 MANAGING INSTITUTIONAL ROADS, TRAFFIC AND TRAFFIC VEHICLE REGULATIONS.

The Board Office noted institutional roads funds and capital projects are approved by the Board annually; traffic and traffic vehicle regulations are now required by statute to be approved by the Board and filed as Administrative Rules.

President Pomerantz asked if the Regents receive gas tax revenues. Mr. Richey stated the Regents do receive gas tax funds. Those funds come to the Board annually. An interinstitutional committee allocates the funds among the institutions to address the institutions' five-year roads plans.

President Pomerantz asked for comments from the institutions on this subject. There were none.

President Pomerantz stated the concept of delegation from the Board to the universities should be done. For those items not delegated, the procedures and activities should be streamlined.

Mr. Richey stated the recommendation is to give the Board additional time to devote to policy and planning major issues. He said there was some lack of clarity regarding delegation. The consultant sent a letter clarifying delegation should be done with appropriate monitoring and with exceptions being brought to the Board.

Mr. Richey said the Board Office is looking at all the reporting requirements, all the annual reports and the components of those to determine how those can be streamlined.

President Pomerantz suggested they needed to eliminate redundant reporting. If a report is not needed, it should be eliminated. He felt just because something has been in effect for "100 years" doesn't mean it should be continued.

Mr. Richey said this would be an interinstitutional effort. If something needs refereeing it will be brought to the Board.

President Pomerantz stated that the Board has been trying to do more than is appropriate in terms of time and energy. He said he didn't know how they could get at it without staff. He said he had a problem with delegating virtually everything and reducing the size of the Board Office. He said there needs to be a middle ground allowing delegation while streamlining procedures and activities, while still maintaining oversight.

2. Rearticulate priority setting process.

- o The Board should establish an annual priority identification process.

Board Office Implementation Recommendations - Recommendation # 2

The major issues of the coming year have already been identified by the Board as follows:

- o Implementation of the results of the organizational audits.
- o Development of strategic plans at the Board of Regents level, the institutional level, and participation in the development of statewide plans for post-secondary education.
- o Further review of the possible priorities for the coming year should be done by the institutions, and the Board Office and a report and recommendations made to the Board in May 1989.

3. Streamline the focus and process of Board meetings to ensure more effective use of the Regents' deliberative time and provide greater opportunity for policy discussion.

o DEVELOP MEETING AGENDAS AROUND PRIORITY TOPICS

Mr. Richey stated the suggested procedure would require agendas be established three weeks ahead of a meeting. He said if the annual priority setting suggested by the Board members could be accomplished agendas could be developed around priority topics which would result in the consultants recommendation.

Vice President Vernon stated the consultant's suggestion would be very hard to do. He said the newly-adopted process is working pretty well now. Regent Tyler said he also felt that the present system is working fine.

Mr. Richey noted in order for the Board Office to mail docket books to Regents one week before a meeting it is mandatory the Board Office receive the information on time from the institutions.

President Pomerantz said that if the number of meetings is reduced to 10 a year there will still be 10 dockets to prepare. Whether the information comes in 2 weeks before or 3 weeks before would need to be negotiated.

President Pomerantz asked for comments from the institutions on this subject. There were none.

- o STREAMLINE MEETING CALENDAR: (1) REDUCE NUMBER OF MEETINGS FROM ELEVEN TO NINE ANNUALLY; (2) CONVERT TO A SIX-WEEK CYCLE; AND (3) SCHEDULE MEETINGS FOR A FULL TWO-DAY PERIOD.

GENERAL
February 9, 1989

Regent Fitzgibbon said the key issue is the content of the meetings. He suggested focusing on a different kind of meeting, and perhaps there could be only 10 meetings.

Regent Tyler said he favored 11 meetings. Regent Harris said he also favored 11 meetings.

Regent Greig said that presently there are things the Regents should discuss that they just don't get around to. He suggested in the future time be reserved for some general discussion.

Associate Vice President Small said if the capital procedures are not changed the reduction of Board meetings to 10 may make the flow of capital projects difficult.

President Pomerantz said the consensus of the Board was that there are going to be 11 meetings per year.

Regent Greig suggested they might look at trying to hold certain items on the first day so that personnel are not present when they don't need to be.

President Pomerantz asked for comments from the institutions on this subject. There were none.

0 LIMIT THE NUMBER OF PARTICIPANTS AT BOARD MEETINGS

Regent Fitzgibbon said he felt limiting the number of participants was wrong. The Board must have people present who can bring the issues into focus. The university presidents are responsible for the people they bring to the meetings. He felt the Board should leave that decision to the presidents.

Regent Greig suggested there might be some way the docket items could be scheduled so that persons don't have to be present unnecessarily. President Pomerantz stated that some of that does go on now, but it was a good idea.

President Rawlings said that university officials do try to match the staff with the docket items carefully and didn't think it was a big issue.

Regent Greig said for example the special schools some months have very little on the agenda. The Board could take up all the general docket items affecting them and then give the special schools officials the option to leave. Mr. Richey stated when the special schools don't have anything on their agendas the Board President has the authority to excuse them.

Regent Fitzgibbon noted there was also value in the interinstitutional exchange, and he did not want to undervalue that.

President Pomerantz asked for comments from the institutions on this subject. There were none.

- 0 ENHANCE THE BOARD'S COMMUNICATION TO ITS CONSTITUENCIES AND SHARPEN ITS IMAGE AS A STEWARD OF IOWA SENIOR PUBLIC UNIVERSITIES AND SPECIAL SCHOOLS.

President Pomerantz said he felt some real value could be obtained by issuing a yearbook. There are a lot of resources in the institutions that could be helpful in accomplishing this task. He cautioned they should not spend a lot of taxpayers' money. Regent Fitzgibbon suggested they should get a rough idea of what it would cost to do a quality job and then determine if it is worth spending the money.

President Pomerantz asked if there was additional discussion regarding streamlining Board meetings. There was none.

Board Office Implementation Recommendations - Recommendation # 3

- o The recommendation to develop meeting agendas around priority topics is currently being carried out on a defacto basis because of the calendar the annual governance reports, the annual calendar of consideration of proposed institutional budgets, legislative budget requests, tuition policy, enrollment trends, student financial aid, legislative issues, and the target dates for strategic and/or long-range planning are brought to the Board in the same months each year.

A listing of scheduled topics for the Board agendas for one year in advance will be provided to the Board for its review and consideration in May of each year.

- o The President of the Board and the Executive Secretary currently carry out the function of establishing a review council to determine priorities of docket items. The annual establishment of priority topics for each coming year by the Board together with the proposed calendar of agenda items would appear to reduce the need for a "review council". This recommendation appears to bureaucratize the process more than necessary.

The use of a review council would add about one week to docket preparation time. The consultants have recommended the institutions submit their docket items to the Board Office three weeks in advance of a Board meeting. One of those weeks can be eliminated if the review council is dropped.

- o In regard to the recommendation to streamline the meeting calendar, the calendar of required Board action does not fit a six-week meeting cycle. However, the same number of meetings recommended by the consultants (nine) can be achieved by meeting monthly except for January, August, and November.
- o In regard to the recommendation to limit the number of participants at Board meetings, it was recommended that the institutional heads and the Executive Secretary review this proposal and present a recommendation to the Board for consideration at its April meeting.
- o In regard to the recommendation to enhance the Board's communications, it was recommended that an "annual report to the public" be made by the Board. The Board Office would work with the institutions and the information offices to begin the preparation of such a report for issuance perhaps in December of each year.

Planning should begin immediately for a Board retreat to be held possibly in late August. The Board Office and the institutional executives, in close consultation with the President of the Board, should develop a proposed agenda including possible presentations by outside experts on specific issues.

The consultants also recommend an annual Board retreat to meet with middle level Board Office staff for the purpose of discussing issues and enhancing their sense of participation and fulfillment in working for the Board. Board retreats would make some sense if they could, in fact, be retreats. But given the Open Meetings Act such "retreats" could tend to become just another Board meeting. It is not clear whether this "retreat" is in addition to the one above.

- o In regard to the recommendation concerning holding "education sessions" with at least one institutional constituency group at each of its meetings held at the institution, the Board has long held such meetings; but there have not been as many formal presentations as appears to be suggested by the consultants.
- o In regard to enhancing internal communications among Regents and staff, the Board Office stated this recommendation was made at a time when there was less staff involvement with Board members than has been the case during the past six to eight months. Efforts will be made to involve the middle and the lower levels of staff with the Board as appropriate.

The proposed establishment of an annual meeting of the Board and its staff will be somewhat difficult to achieve given the consultants recommendations for nine meetings per year plus an annual retreat on "strategy, policies and procedures".

GENERAL
February 9, 1989

- o In regard to requiring mandatory orientation sessions for new Regents, the Board Office stated such sessions have been offered to new Regents for many years; but participation has been discretionary. Participation by new Regents could be encouraged by the Board. Every effort should be made to ensure such sessions are interesting, relevant and time efficient both on the part of the Board Office and the institutions.
- o The consultants reviewed issues related to the Board's size and structure and appear to have recommended it is appropriate for the Board to address issues as a "Board of the Whole". The consultants recommend other structures might be considered in the future.

The report as it pertains to the Board Office is summarized below along with implementation recommendations from the Board Office.

BOARD OFFICE

Findings and Conclusions:

Mission and Purpose:

- o "According to statute, the Board has complete jurisdiction over the existence and operations of the Board Office and may delegate to it . . . any of the authority and duties vested in the Regents by statute." The consultant continues "as a result, the character of the Board staff has little statutory permanence beyond the vicissitudes of any given Board period."
- o "The general understanding among the Regents and the Board Office alike is that the staff exists to serve the needs of the Board: their main role is not defined as service to the institutions."
- o The Board Office role is quite complex. It represents "the interests of the institutions to the Governor and the legislature while simultaneously seeking to inform those governmental bodies as to the appropriateness of the activities and needs of the institutions."
- o ". . . the Board Office is required to maintain a careful balance between ensuring institutional accountability and protecting institutional autonomy."
- o "The role and influence of the Board Office vis-a-vis the Board and the Regent institution is not clear cut."

Some perceive the Board Office as "processors of institutional and legislative information for the Board".

"Others believe that the Board staff are highly influential in shaping the content of the Board's deliberations . . ."

"Still others view the staff in something of a police role, scrutinizing the activities of the institutions in order to report back to the Board."

- o The consultants conclude the responsibilities of the Board Office are complex, and its role and influence are not widely understood or agreed upon and the relationship between the Board Office and the Regent institutions is sometimes contradictory because it must protect institutional autonomy while at the same time serving "as a primary vehicle for ensuring institutional accountability to Regent policies and procedures".

Organization, Reporting Relationships and Staffing

- o The organization of the Board Office "emphasizes functional units taking responsibility for analysis of issues in each area". Several functional areas appear to require additional attention:

Planning - full-time planning support position has been budgeted and is being recruited.

Student affairs issues are basically left to the campuses.

Economic development is an area needing further clarification.

- o "In general, it appears that the organizational structure of the Board Office is appropriate although some anomalies in reporting relationships do exist."

The direct reporting relationship between the EEO Compliance Officer and the Executive Secretary may not be necessary and should be under the Personnel and Employment Relations Unit.

The accounting specialist should report to a middle level manager rather than to Executive Secretary.

- o Staffing levels of the Board Office are a significant concern. "Unmanageable work loads have been reported by both professional and clerical staff indicating a possible need for additional support." However, some of this may be due to the unfilled positions.

- o A comparison of the Board of Regents staffing with those in seven other states shows that Iowa "falls in the middle range of staff members per institution

and in enrollment per staff member although it is at the high end of the scale . . . it appears that the Board Office may be somewhat understaffed relative to other systems".

- o The consultants conclude the basic organizational structure of the Board Office is appropriate; the reporting relationships within the office appear to be sensible; the Executive Secretary may have an unnecessarily large span of control, and in some areas the Board Office appears to be understaffed.

Roles and Responsibilities

- o There is a concern the Board staff does not have the experience or time to provide ongoing technical support in the areas of deaf and blind education.
- o "Some fuzziness exists among senior staff regarding responsibilities for issues related to economic development, federal relations, and oversight of the University of Iowa Hospitals and Clinics."
- o The role of the Executive Secretary is not well defined anywhere, but the position "has evolved into one with considerable influence but little official authority". The title, executive secretary, is questioned. Iowa is the only state using that title for a comparable position.
- o The position of Director of Academic Affairs "appears to be less clearly defined than other functional directors". The Director of Academic Affairs is also the Deputy Executive Secretary and "it appears that the potential support which could be provided through the deputy position is substantially underutilized".
- o The Academic Affairs Unit appears to be understaffed "given the scope and importance of the academic affairs area"
- o Middle level managers are "distanced from the concerns of the Regents they are trying to serve".
- o The account specialist's responsibilities "are not clearly defined".
- o The support staff "appear to have full and hectic schedules". The assertion is also made that some clerical staff feel they don't get adequate supervisory support. It is also asserted the secretarial positions in the Business and Finance Unit "lack definition and are not well coordinated".
- o "The responsibilities of the Administrative Assistant (who reports to the Executive Secretary) appear to be particularly demanding as that person is also the office manager for the Board Office staff."

Management Environment

- o "The Board Office appears to be driven by the intensive involvement and fast pace of the Executive Secretary along with the recurring overload conditions involved in preparing the monthly docket."
- o Involvement of the Executive Secretary in virtually all of the issues dealt with by the Board Office "often causes a less-than-timely response to many issues".
- o "Concern was expressed that the Executive Secretary was not as effective as he might be in delegating responsibilities to his staff although the Executive Secretary does reportedly work very close with his senior level managers to chart out the activities and decisions of the Board staff."
- o "There also exists a perception among middle level and support staff that their efforts are not fully recognized by the Regents." This situation is attributed to the fact that the Board Office's "relationship with the Regents essentially resides in the Executive Secretary who then passes on information to the rest of the staff".
- o "Frequent late-night and weekend work, particularly during docket week exacerbates concerns regarding lack of recognition and compensation." The report suggests the recent changes in the Business and Finance Unit are addressing this concern.
- o Professional development of the Board staff is not as great it should be. Professional staff members receive support for one annual career development trip. This is due to lack of budget for this purpose.
- o ". . . some staff have received no feedback on their performance since being hired."
- o Conclusions of the consultants relative to the management environment are:
 - "The management environment of the board Office is characterized by fast-paced decisions and a heavy workload, which in part reflects the lack of predictability for requests received by the Board Office for their assistance either by the Regents or other governmental entities."
 - "Mid-level and clerical staff at the Board Office do not appear to be adequately recognized for their contributions in supporting the Regents."
 - "Professional development and performance evaluation activities are carried on in a sporadic way, in part because of the lack of budgetary support for these activities."

"While staff turnover is significant at the clerical level, it has recently afflicted the professional staff as well which until now has had a remarkably low attrition rate."

Communication and Coordination

- o ". . . the Executive Secretary is the primary contact with most of the Board of Regents' external constituencies (e.g., Governor and staff, state auditor, legislative committees, etc.)." The consultant suggests that "such a focused flow of communication makes for a potential bottleneck . . ."
- o The consultant suggests the Executive Secretary delegate more responsibilities to the associate and assistant directors and later in the report suggests that these personnel should meet with legislators and others to represent the Board.
- o The consultants note "that many of these external constituents insist on dealing exclusively with the Executive Secretary which makes it difficult for the Executive Secretary to leverage himself through the directors and other mid-level staff".
- o The lack of contact between the Board Office and the faculty and students "reportedly leads to a one-dimensional view of the campus on the part of the Board Office".

Workflow, Operations and Facilities

- o The Board staff "regularly experience two 'chaotic' cycles: 1) docket preparation for the monthly Board meeting; and 2) responding to legislative requests during the four-month period of the legislative session".
- o The dominant activity performed by the Board staff "is related to docket preparation. Docket preparation is a highly stressful, "last-minute activity . . ." The consultants conclude "the amount of time and effort put into the process seem somewhat excessive".
- o The consultant notes again, "priority setting of docket items is limited to the president of the Board and the Executive Secretary".
- o Late submissions of docket items by the institutions "place great stress on the Board staff".
- o "There does not appear to be a priority-setting process regarding what should be included in the dockets."

- o Docket preparation processes in other states are "not substantially different from those in Iowa".
- o The consultants assert that "the docket assembly process consumes approximately two weeks of the Board's staff's time each month".
- o The consultants recommend several technology alternatives for increasing the efficiency with respect to the docket preparation.
- o Some problems have been experienced with recordkeeping, and the office may benefit from more centralized file maintenance.
- o "Physical space at the Board Office is clearly too cramped, and the partitions which divide most offices make it difficult to have private conversations. If a new position were to be added to the Board Office (as is underway for the new Planning Director) the conference room would have to be remodeled thus depriving the staff of the only conference room in the office."
- o The consultant noted many problems with the office space particularly in the areas of lighting, climate control, and janitorial service. It was also noted that photocopy and telephone equipment are inadequate.
- o "In general, the physical facilities that the staff operates from serve as an impediment to their continued effectiveness and efficiency." "The additional burden on contending with inhospitable working conditions increases the already substantial pressure under which the Board staff works."

Peat Marwick Recommendations:

1. Define the mission of the Board Office more specifically.

The mission of the Board Office should be defined more precisely using a mission, goals and responsibilities statement, emphasizing its environmental scanning support role and enhancing its policy and planning support role.

Board Office Implementation Recommendation - Recommendation #1

- o The Board was given a draft mission statement for review. The draft will be refined and presented to the Board for further consideration in March.

Mr. Richey stated there had never been a definitive statement of the duties of the Board Office.

President Pomerantz asked that the Regents and institutional officials review the draft Board Office mission statement and come forward with suggestions for change.

Director Barak stated the mission statement basically identified the Board's two major responsibilities, governance and coordination, and then listed typical responsibilities of each. He noted the coordination role had both intra-Regent and external components. Mr. Richey stated the mission statement was not a stand-alone document.

President Pomerantz asked for comments from the institutions on this recommendation, and there were none.

2. Reorganization of and additions to the Board Office staff.

The consultant recommended upgrading the Research Analyst's position in Academic Affairs to an Associate Director and adding a rotational position of "visiting policy analyst". It was also recommended that the EEO Compliance Officer report to the Director of Personnel and Employment Relations; the minutes secretary and account specialist report to a new Administrative Coordinator position; and the title of Executive Secretary be reviewed.

Board Office Implementation Recommendations - Recommendation # 2

- o Budget request for fiscal year 1990 which has been endorsed by the Governor includes the position of Associate Director of Academic Affairs as well as secretarial support for the Director of Planning and Policy Analysis.
- o The EEO Compliance Officer should continue to report to the Executive secretary. The institutional affirmative action officers report directly to the institutional heads.
- o The Board Office felt the creation of a Secretary III position to report to the current Administrative Assistant would relieve the incumbent of many of the secretarial/clerical duties and allow more time for office management.
- o The Board has authority under Chapter 262.12 of the Code of Iowa to delineate the title of the head of its staff.

Mr. Richey stated rotating fellowship position could be incorporated into the next budget request. President Pomerantz felt it was a good idea. Mr. Richey said the Board Office would bring a proposal with its next budget.

President Pomerantz suggested the Board study the various titles for the Executive Secretary. He suggested a committee be appointed to deal with the specific areas of title and job description.

Regent Harris said he believed Iowa was the only state using the title executive secretary. He said he would like for Iowa to have its uniqueness.

GENERAL
February 9, 1989

Regent Fitzgibbon said Mr. Richey was dealing with directors. He did not feel the title executive director would be a problem, but he was very opposed to the other suggested titles.

Mr. Richey said the title has never bothered him although it was not well understood across the country. He said the legislature did not seem to understand the position as well as it should.

Regent Fitzgibbon stated the key supplement to this was the job description.

President Pomerantz asked for comments from the institutions on this subject. There were no institutional comments.

3. The Executive Secretary should delegate more duties to subordinates and the role of the Deputy Executive Secretary should be strengthened.

The consultants suggested that the coordination of Board Office "Do-List Meetings" be delegated to the Deputy Executive Secretary.

Board Office Implementation Recommendations - Recommendation # 3

- o The Executive Secretary has had extensive discussions with the directors in the Board Office to ascertain areas for further delegation. During these discussions the roles of the associate and assistant directors have been discussed with respect to delegation and job satisfaction.
- o Additional duties are being delegated to the Deputy Executive Secretary including ministerial functions and projects involved inter-unit coordination. Substantial delegation has already occurred for the Deputy Executive Secretary to interact with the Iowa Coordinating Council for Post-High School Education as well as to other academic constituencies. Once the current staff in the Business and Finance Unit are thoroughly familiar with the operations of the Board of Regents and its institutions related to their duties, additional delegation will be made. Very heavy delegation has already occurred in the Personnel and Employment Relations Unit. Additional delegation can be made to the Deputy Executive Secretary when the Associate Director of Academic Affairs position is filled.
- o Primary responsibility for relationships with the Governor's Office, legislators and legislative committees, the Board of Regents, and with the heads of the institutions under the Board of Regents should continue to remain with the Executive Secretary except as delegated in specific instances.
- o The recommendation by the consultants that the major staff meetings in the office be delegated to the Deputy Executive Secretary should not be implemented because of the overriding importance of those meetings to the

priorities of the office, the assignment of duties to staff, and the establishment of time lines.

President Pomerantz asked for institutional comments on this recommendation. There were none.

4. Clarify assignments related to economic development, federal relations and oversight of health related programs and activities.

Board Office Implementation Recommendation - Recommendation # 4

- o Responsibilities relating to economic development fall both to the Academic Affairs Unit and to the Business and Finance Unit. An Associate Director in Business and Finance has been assigned significant responsibilities with respect to economic development and federal relations, but the Academic Affairs Unit also has significant responsibilities in this area because of the involvement of the universities in both basic and applied research. The same is true with respect to federal relations because of the major emphasis in the national government with respect to sponsored research, student aid and other academic programs. The Deputy Executive Secretary who is also Director of Academic Affairs will have major responsibilities for the overall coordination of the these two areas.

President Pomerantz asked for institutional comments on this recommendation. There were none.

5. Ensure that performance evaluations are done regularly.

Board Office Implementation Recommendation - Recommendation # 5

- o Action has been taken to ensure all employees receive timely performance evaluations.

6. Clarify the role of the Assistant Director in the Business and Finance Unit and the secretaries in that unit.

Board Office Implementation Recommendation - Recommendation # 6

- o Action was taken with respect to these issues in the summer of 1988.

7. Improve the management of human resources by improvement of communication, recognition and working conditions for Board staff, enhancement of professional development opportunities and recruitment of staff for ability "to tolerate pressure and ambiguity".

This recommendation arises from the consultants' concern for the job satisfaction of middle-level positions in the Board Office. They suggest periodic meetings between the Board and the Board staff, involving of the staff in Board meetings, featuring the Board staff in the Regents yearbook, and the funding of additional staff development trips each year.

Board Office Implementation Recommendations - Recommendation # 7

- o Efforts have been undertaken in the Board Office to improve the participation of staff in Board meetings and to delegate additional substantial duties to them. Efforts will be made to identify additional opportunities in this respect.
 - o Efforts will be made to recognize the contributions of the staff by highlighting them in publications and reports by the office, by recognition of years of service, etc.
 - o The additional professional development opportunities recommended by the consultants will be difficult to achieve if the practice of deleting funds for this purpose continues in the General Assembly.
 - o Specific efforts have been undertaken in recent months to recognize the contributions of the clerical staff. These activities include additional job assignments which have raised their classifications.
 - o The recruitment of personnel by the Board Office for the past decade has been done with careful attention to the ability to staff members "to tolerate pressure and a very heavy workload."
8. The coordination of information requests and submissions between the Board Office and institutions should be improved.

This recommendation includes the suggestion that information required to prepare docket materials be submitted to the Board Office on a timely basis.

The consultants recognized the Board Office often had little option with respect to requesting information from the institutions because of requests by members of the General Assembly and their staffs as well as from Executive Branch agencies.

GENERAL
February 9, 1989

The consultants recommended the docket should be more clearly organized and the materials reduced. The docket should focus on priority issues; reporting formats should be standardized; the number of "FYI" items in the docket be limited; docket preparation processes should be automated; and docket items should be submitted to the Board Office three weeks ahead of the Board meeting.

Board Office Implementation Recommendations - Recommendation # 8

- o There will be an ongoing effort to reduce the size of the docket; the docket will be focused on priority issues.
- o Reporting formats will be standardized to the extent feasible.
- o The number of "FYI" items on the docket probably will not be reduced unless they are extraneous or of little importance.
- o Computerization of the Board Office which will include automated docket processes is under detailed study. The study will be completed in time for inclusion into the fiscal year 1991 budget request.
- o Submission of the dockets three weeks ahead of the Board meeting appears to be too early for timely consideration of issues by the Board.

9. Improve the physical facilities and services available to the Board Office.

The consultants felt the physical space and building services provided to the Board Office are inadequate in most respects.

Board Office Implementation Recommendations - Recommendation # 9

- o A proposal is being developed with cooperation of the Department of General Services to authorize and seek funding for the Board Office to move to new quarters designed to serve its needs.

Director Wright stated in the past the Board Office staff was promised additional square footage in the current location. State officials more recently informed staff the additional space would not be available for three to four years. Mr. Walters, Director of the Department of General Services, recently agreed to look at office available at East Sixth and Locust. The building was constructed in 1984 and has had a very low occupancy rate. The entire third floor of the building is vacant and would be suitable for the Board Office. Staff has been working with R. G. Dickinson although the owner of the building appears to be a group of individuals.

GENERAL
February 9, 1989

Director Wright said the Department of General Services has agreed to pick up one-half the rent beginning no later than July 1, 1989. The annual rent proposed by the landlord with expenses is about \$82,600. The Board would have to pay moving expenses conservatively estimated at \$16,000 in fiscal year 1989.

Mr. Richey stated the rest of the financing would be shared among the three universities. Staff expects the annual cost to be negotiated down every year. He noted the state needs the space the Board Office currently occupies for other state agencies.

Regent Fitzgibbon asked who were the other tenants of the building. President Pomerantz said the second floor is currently occupied by the Iowa Republican Party. He has never been in the building, and he does not know who owns the building.

Regent Fitzgibbon said the Board needs to know the ownership of the building specially since the current tenants have experienced problems with the heating and air conditioning.

Mr. Richey stated Director Wright would be working with Mr. Walters in the negotiation process.

Director Wright stated there was virtually no other comparable available office space on the east side of the river.

Regent Fitzgibbon asked about parking. Director Wright stated there were 11 spaces controlled by the landlord and public parking for about 125 cars.

Mr. Richey stated the employees would also be allowed to park in the lot immediately west of the Capitol.

Regent Fitzgibbon asked if there were some way to make other kinds of parking arrangements now since staff will lose the space west of the statehouse some time in the future.

Director Wright said the city was willing to allocate parking from the metered spaces at a monthly cost to the employees.

MOTION:

Regent Tyler moved to authorize the Board Office to work with and to assist the Department of General Services as appropriate in negotiations with potential landlords for office space for the Board Office outside the capitol complex consistent with discussion. Regent Harris seconded the motion, and it carried unanimously.

GENERAL
February 9, 1989

President Pomerantz informed Regent Fitzgibbon if he was willing to be of assistance to the staff the Board would be appreciative.

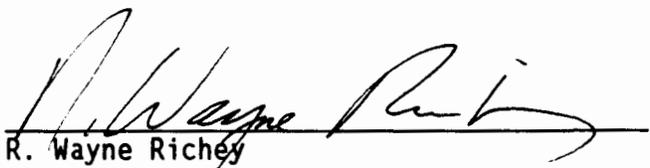
Regent Greig asked what staff would do for printing and copying if they were to move into this space. Mr. Richey said they would probably have to purchase new equipment.

President Pomerantz concluded that to the degree possible the Regents will delegate more and simplify the process while still maintaining adequate governance and oversight controls. He felt they had a pretty thorough review of the recommendations of Peat Marwick Main, and many of the suggestions were helpful. Where appropriate the recommendations will be adopted and/or modified and where not appropriate the Board will refuse to adopt. He said that held true not only on this issue but on any organizational audit.

RC
MOTION:

President Pomerantz stated the Board received the report on the organizational review of the Board of Regents and the Board of Regents Office and authorized implementation of the recommendations as discussed by general consent.

ADJOURNMENT. The meeting adjourned at 4:12 p.m.


R. Wayne Richey
Executive Secretary