

The State Board of Regents met on Wednesday, July 15, and Thursday, July 16, 1992, at the Iowa Lakeside Laboratory, Okoboji, Iowa. The following were in attendance:

	<u>July 15</u>	<u>July 16</u>
<u>Members of State Board of Regents</u>		
Mr. Pomerantz, President	All sessions	All sessions
Mr. Berenstein	All sessions	All sessions
Mr. Dorr	All sessions	All sessions
Mr. Fitzgibbon	All sessions	All sessions
Ms. Furgerson	All sessions	All sessions
Ms. Hatch	All sessions	All sessions
Ms. Johnson	All sessions	All sessions
Dr. Tyrrell	All sessions	All sessions
Mrs. Williams	All sessions	All sessions
<u>Office of the State Board of Regents</u>		
Executive Director Richey	All sessions	All sessions
Deputy Executive Director Barak	All sessions	All sessions
Director Kominski	All sessions	All sessions
Director Smith	All sessions	All sessions
Director Volm	All sessions	All sessions
Assistant Director Hudson	All sessions	All sessions
Assistant Director Peters	All sessions	All sessions
Minutes Secretary Briggle	All sessions	All sessions
<u>State University of Iowa</u>		
President Rawlings	All sessions	All sessions
Vice President Nathan	All sessions	All sessions
Vice President Rhodes	All sessions	All sessions
Interim Vice President True	All sessions	All sessions
Associate Vice President Davis	All sessions	All sessions
Associate Vice President Small	All sessions	All sessions
Director Yanecek	All sessions	All sessions
<u>Iowa State University</u>		
President Jischke	All sessions	All sessions
Provost Kozak	All sessions	All sessions
Vice President Madden	All sessions	All sessions
Assoc. to the President Adams	All sessions	All sessions
Exec. Ass't. to Pres. Mack	All sessions	All sessions
Ass't. to President Bradley	All sessions	All sessions
Associate Director Anderson	All sessions	All sessions
<u>University of Northern Iowa</u>		
President Curris	All sessions	All sessions
Provost Marlin	All sessions	All sessions
Vice President Conner	All sessions	All sessions
Vice President Follon	All sessions	All sessions
Executive Assistant to the President Stinchfield	All sessions	All sessions
Director Geadelmann	All sessions	All sessions
<u>Iowa School for the Deaf</u>		
Superintendent Johnson	All sessions	All sessions
Assistant Superintendent Balk	All sessions	All sessions
Business Manager Nelson	All sessions	All sessions
Interpreter John Cool	All sessions	All sessions
Interpreter Donna Stephens	All sessions	All sessions
<u>Iowa Braille and Sight Saving School</u>		
Superintendent Thurman	All sessions	All sessions
Director Hauser	All sessions	All sessions

## GENERAL

The following business pertaining to general or miscellaneous business was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**EXECUTIVE SESSION.** President Pomerantz requested the Board enter into closed session pursuant to Code of Iowa section 21.5(1)(i) upon the requests of employees whose performance was being considered, and pursuant to Code of Iowa section 21.5(1)(c) to discuss a matter with counsel which is either in litigation or where litigation is imminent.

### MOTION:

Regent Furgerson moved to enter into closed session. Regent Dorr seconded the motion, and upon the roll being called, the following voted:

AYE: Berenstein, Dorr, Fitzgibbon, Furgerson, Hatch, Johnson, Pomerantz, Tyrrell, Williams.

NAY: None.

ABSENT: None.

The Board having voted at least two-thirds majority resolved to meet in closed session beginning at 9:08 a.m. on Wednesday, July 15, 1992, recessed therefrom at 10:58 a.m., resumed at 11:07 a.m. and recessed therefrom at 12:00 p.m. on that same date. The Board reconvened in open session at 1:00 p.m.

**APPROVAL OF MINUTES OF BOARD MEETING, JUNE 17-18, 1992.** President Pomerantz asked for corrections, if any, to the Minutes.

President Pomerantz stated that since the Minutes were distributed to the Regents that morning, they would delay action on the Minutes until tomorrow morning.

Regent Fitzgibbon asked if there was some reason the Minutes could not be distributed with the docket materials as is usually done. Mr. Richey responded that some amendments to the Minutes were necessary. Those amendments came in late last week and were held over until Monday for completion.

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Regent Fitzgibbon asked that hereafter the Minutes be distributed according to the normal process of mailing the Minutes with the docket materials.

The following morning President Pomerantz announced:

**ACTION:** President Pomerantz stated the Board approved the Minutes of the June 17-18, 1992, meeting, as presented, by general consent.

**SALE OF WOI-TV.** The Board Office recommended the Board receive an oral report on the progress of the negotiations and other related issues regarding the sale of WOI-TV.

President Pomerantz stated that the sale of the WOI television station was in litigation. Therefore, it would not be appropriate to comment as to where they are in that regard.

**INTERINSTITUTIONAL COMMITTEE ON EDUCATIONAL COORDINATION.** (a) Department Name Change - Communication Studies at the University of Northern Iowa. The Board Office recommended the Board approve the change of the name of the Department of Communication and Theatre Arts to the Department of Communication Studies at the University of Northern Iowa.

University of Northern Iowa officials proposed to establish a Department of Communication Studies to complete the necessary approvals resulting from the separation of Theatre Arts from the Department of Communication and Theatre Arts. Last month, the Board approved the establishment of the Department of Theatre Arts.

This request was reviewed by the Interinstitutional Committee on Educational Coordination and the Board Office and both recommended approval.

**ACTION:** This matter was approved by consent.

(b) Athletic Training at the University of Iowa. The Board Office recommended the Board move the undergraduate major "Athletic Training," currently in the Department of Education and Sports Studies, to the Department of Exercise Science at the University of Iowa.

This item was reviewed by the Board Office and the Interinstitutional Committee and was recommended for approval.

All tracks under Physical Education except Athletic Training have been discontinued or moved to the Department of Physical Education and Sports Studies.

The name Exercise Science more appropriately describes the content of the program in Athletic Training.

**MOTION:**

Regent Hatch moved to move the undergraduate major "Athletic Training," currently in the Department of Education and Sports Studies, to the Department of Exercise Science at the University of Iowa. Regent Dorr seconded the motion, and it carried unanimously.

(c) Merger of Graduate Majors in Child Development at Iowa State University.

The Board Office recommended the Board approve the request to merge the graduate majors in Child Development and Family Environment into a single graduate major in Human Development and Family Studies at Iowa State University effective immediately.

Iowa State University officials proposed, as a part of its review of programs and services, to merge the graduate major in Child Development with the graduate major in Family Development to create a single graduate major in Human Development and Family Studies (M.S. and Ph.D.).

The proposed merger is a result of recent action by the Board approving the creation of the Department of Human Development and Family Studies from the former Departments of Child Development and Family Environment. The intent of the merger of the majors is to enable faculty and graduate students to pursue an integrated approach to the study of developing individuals and families across the life span.

University officials noted that the merger of the majors was consistent with institutional strategic plans.

**MOTION:**

Regent Dorr moved to approve the request to merge the graduate majors in Child Development and Family Environment into a single graduate major in Human Development and Family Studies at Iowa State University effective immediately. Regent Furgerson seconded the motion, and it carried unanimously.

(d) Master of Arts in Earth Science at the University of Northern Iowa. The Board Office recommended the Board approve the discontinuance of the M.A. in Earth Science at the University of Northern Iowa effective immediately.

In December 1991, the Board approved recommendations from the University of Northern Iowa to study the masters degree in Earth Science along with several other programs. The university has completed the study and recommended that the M.A. program in Earth Science be discontinued.

There are no students currently enrolled in the program.

President Jischke introduced John Kozak, the new provost at Iowa State University, and discussed his background.

President Pomerantz welcomed Provost Kozak and congratulated him on his choice of coming to Iowa State University. He wished him well and offered the entire Board's assistance.

**MOTION:** Regent Hatch moved to approve the discontinuance of the M.A. in Earth Science at the University of Northern Iowa effective immediately. Regent Furgerson seconded the motion, and it carried unanimously.

(e) Bachelor of Arts - Joint Major in Philosophy and Religion at the University of Northern Iowa. The Board Office recommended the Board approve the discontinuance of the joint major in Philosophy and Religion at the University of Northern Iowa effective immediately.

In December 1991, University of Northern Iowa officials identified this program area for further study. In June, university officials recommended the discontinuance of the joint major in Philosophy and Religion and it was referred to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

Both the committee and the Board Office recommended discontinuance of the joint major in Philosophy and Religion.

**MOTION:** Regent Dorr moved to approve the discontinuance of the joint major in Philosophy and Religion at the University of Northern Iowa effective immediately. Regent Johnson seconded the motion, and it carried unanimously.

(f) Rename the Department of Biology at the University of Iowa. The Board Office recommended the Board approve the name change of the merged departments of Biology and Botany from Department of Biology to the Department of Biological Sciences.

In December 1991 the Board of Regents approved the merger of the Departments of Biology and Botany into a Department of Biological Sciences effective July 1, 1992.

Subsequent to that approval, university officials requested that the change in title of the merged department be the Department of Biology. University officials now requested that the name be changed back to the Department of

Biological Sciences because the change to the "Department of Biology" was the result of an internal misunderstanding.

Faculty of the two departments in the College of Liberal Arts prefer the name "Biological Sciences" instead of "Department of Biology" because it implies a broader diversity of interests and approaches to the study of Biology.

**ACTION:** This matter was approved by consent.

**ISSUANCE AND SALE OF UP TO \$10.68 MILLION ACADEMIC BUILDING REVENUE REFUNDING BONDS, SERIES SUI.** The Board Office recommended the Board, subject to the receipt of acceptable bids:

- (1) Adopt A Resolution providing for the sale and award of up to \$10,680,000 Academic Building Revenue Refunding Bonds, Series S.U.I. 1992, and approving and authorizing the agreement of such sale and award.
- (2) Adopt A Resolution authorizing and providing for the issuance and securing the payment of up to \$10,680,000 Academic Building Revenue Refunding Bonds, Series S.U.I. 1992, for the purpose of refunding the \$14,770,00 Academic Building Revenue Bonds, Series S.U.I. 1984, presently outstanding in the principal amount of \$9,350,000, heretofore issued by the Board to defray costs of buildings and facilities on the campus of the State University of Iowa.
- (3) Adopt A Resolution authorizing the execution of an Escrow Agreement to provide for the payment of Academic Building Revenue Bonds, Series S.U.I. 1984.

The refunding was being done for interest rate savings and principal restructuring. The issue amount will be variable up to the acceptance of the winning bid because the amount of the bond proceeds required to fund the escrow account for the 1984 bonds will be dependent on the actual yield on the bonds.

Bond Specifics

Average Maturity: 7.56 Years  
Bonds Dated: August 1, 1992  
Interest Due: July 1 and January 1 commencing January 1, 1993  
Optional Call: Bonds maturing on or after July 1, 2003 are callable, commencing July 1, 2002  
Denomination: \$5,000 and integral multiples thereof

Mr. Anderson stated that three bids were received at 11:30 a.m. today. The best bid was submitted by Dain Bosworth with a true interest rate of 4.81616 percent. With regard to the two other bids, Mr. Anderson stated that the bid submitted by Merrill Lynch offered a true interest cost of 4.8620 percent and

the bid submitted by Piper Jaffray offered a true interest cost of 4.9051 percent. Based on the best bid from Dain Bosworth and Associates, Mr. Anderson performed the refunding calculations to fund the escrow account and prepared securities. He said the issue size was variable. The total issue amounts to \$10,320,000. In terms of background, when this refunding was first proposed a year ago the projected savings was \$330,000. The actual results will be a savings of \$713,000, net after all costs.

**MOTION:**

Regent Fitzgibbon moved to adopt A Resolution providing for the sale and award of \$10,320,000 Academic Building Revenue Refunding Bonds, Series S.U.I. 1992, and approving and authorizing the agreement of such sale and award. Regent Berenstein seconded the motion, and upon the roll being called, the following voted:  
AYE: Berenstein, Dorr, Fitzgibbon, Furgerson, Hatch, Johnson, Pomerantz, Tyrrell, Williams.  
NAY: None.  
ABSENT: None.

**MOTION:**

Regent Fitzgibbon moved to adopt A Resolution authorizing and providing for the issuance and securing the payment of \$10,320,000 Academic Building Revenue Refunding Bonds, Series S.U.I. 1992, for the purpose of refunding the \$14,770,00 Academic Building Revenue Bonds, Series S.U.I. 1984, presently outstanding in the principal amount of \$9,350,000, heretofore issued by the Board to defray costs of buildings and facilities on the campus of the State University of Iowa. Regent Berenstein seconded the motion, and upon the roll being called, the following voted:  
AYE: Berenstein, Dorr, Fitzgibbon, Furgerson, Hatch, Johnson, Pomerantz, Tyrrell, Williams.  
NAY: None.  
ABSENT: None.

**MOTION:**

Regent Fitzgibbon moved to adopt A Resolution authorizing the execution of an Escrow Agreement to provide for the payment of Academic Building Revenue Bonds, Series S.U.I. 1984. Regent Berenstein seconded the motion, and upon the roll being called, the

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following voted:

AYE: Berenstein, Dorr, Fitzgibbon,  
Furgerson, Hatch, Johnson, Pomerantz,  
Tyrrell, Williams.

NAY: None.

ABSENT: None.

Regent Fitzgibbon stated that at the last Banking Committee meeting it was suggested that institutional officials review with the Banking Committee members the possibility of additional refundings in order to take advantage of the time period we are in. It is terrific to have these kinds of savings. He asked that institutional officials visit with the Banking Committee at its meeting in September about any possibilities.

Interim Vice President True stated that University of Iowa officials had been asked to look at a couple of their self-liquidating bond issuances for possible refunding, which they will do.

President Pomerantz noted that no one can forecast interest rates. It is quite possible they could see lower rates than what they had seen today. The down side is not great compared to the upside. The savings are significant. If there are more refundings to do they should get on with it.

**REPORT ON LAKESIDE LABORATORY.** The Board Office recommended the Board receive the progress report of the committee studying the utilization and finance of Lakeside Laboratory.

In December 1991, the Board of Regents established a committee consisting of a statewide membership of citizens, Regents, and university officials to review the finances and utilization of Lakeside Laboratory. This committee has had several meetings, has met with university officials, and has held hearings involving the public.

The most recent hearing was held on June 30 at Lakeside Laboratory where the committee and approximately 60 very interested citizens participated in a discussion and brainstorming session regarding the utilization of Lakeside Laboratory. At the meeting, the committee presented a preliminary report and received many suggestions on the utilization of Lakeside Laboratory. The committee put forward a suggestion on a possible organizational structure for Lakeside Laboratory that would consist of a director who reported directly to the Board of Regents, supported by an advisory committee composed of various constituents of Lakeside Laboratory. The director would have significant responsibility for promoting and enhancing the utilization of Lakeside Laboratory. Under this proposal, the Lakeside Lab would continue to provide its current activities along with an enhanced schedule of year around utilization involving various groups and other area locations based on a general theme of ecology.

Sue Richter and Karen Goodenow provided information on the report on Lakeside Laboratory.

Ms. Richter stated that she was honored to be with the Regents on behalf of the University of Okoboji Foundation. She noted that Tom Bedell was unable to be present at this meeting. She thanked the Board of Regents for the opportunity and the challenge of studying the finances and utilization of Lakeside Laboratory. Ms. Richter would provide background regarding the process and Ms. Goodenow would share the results of the process.

Ms. Richter described the composition of the study committee. At its first meeting the committee decided that Ms. Goodenow, Mr. Bedell and Ms. Richter would make recommendations for the utilization plan back to the Study Committee. They were allowed to go outside the university system and incorporate other entities. They were also allowed to go outside of the 140 acres for facilities and resources not currently available. Ms. Richter stated that this grass roots process began on a snowy January night. They identified where the broad-based emphasis was and what was the best utilization of this facility to meet those needs. The committee members have been meeting with local and state organizations. To date they have met with 37 agencies. She said the process has been inclusive not exclusive. Last week representatives of the individual agencies were invited to Mahan Hall at Lakeside Laboratory to talk with each other. Next week an open meeting will be held at which the committee members would like to share what they have learned. The utilization plan will then be prepared and presented back to the study committee.

The utilization plan will be ready for Regent review in October.  
Ms. Richter said there is a great amount of enthusiasm and interest in Lakeside Laboratory.

Ms. Goodenow stated that there is a real common thread among all the people they have spoken with. The environment offers opportunities for formal research and educational processes as well as access to public consumption allowing the public to use the entire area for environmental study and education. She then shared some of the utilization ideas that have been brought up. She noted that the Regents were the last group the ideas were being "bounced" off of. She said there is a great amount of energy among all the people they have talked with for some type of joint endeavor. They have found housing that is not utilized much during winter months. They have looked at the entire area as a campus. They wanted to use existing facilities instead of building new facilities. Some of the programs mentioned as possibilities were having 5th and 6th graders spend time at the Laboratory learning about the environment and ecology. There is a great desire to address some type of extension farm-related environmental issues. They could offer innovative types of courses regarding conservation ecology. Another thought was a regional laboratory devoted to study of aquatic systems in the region. Basic and applied research would be encouraged.

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Other ideas included elderhostels and family camps with a focus on science. Ms. Goodenow said there is a great amount of interest in having a naturalist joint venture and to help promote education. The Lakeside Laboratory might also become a wonderful setting for small scientific meetings and retreats. It would be appropriate for hands-on studies for high school students. Science teachers could be taught a better approach to teaching. Studies show that teachers do too much lecturing to students. Students could be taught photography and art classes with an environmental thrust.

Ms. Goodenow stated that governance has been one of the problems that has gotten in the way of Lakeside Laboratory. She suggested that in the future there might be a shared governance structure of some kind. There needs to be some way of letting other users be a part of the process. She then stated that a full-time director would need to be present at the Lakeside Laboratory. Finances would be another area that needed resolution. From their meetings around the state, she said the feelings of most people were that if the Regent universities continue their financial support then there needs to be an appropriate user fee. There seems to be an interest in obtaining private money.

In assessing what is already at Lakeside Laboratory, Ms. Goodenow said there needs to be some repair work done for which they would use private money. If this facility becomes an environmental center with a focus on ecology, there needs to be a laboratory built. For the purpose of raising funds a group such as "Friends of Lakeside Lab" could be established. This entire region could become part of an environmental institute.

Ms. Goodenow referred to the "Iowa Futures Report". The report stated that to achieve a quality economy in Iowa, they must be successful in protecting its environment, which was what they were trying to do here.

Regent Williams said she thought the possibilities of utilization by a variety of people was very good. A possible downside could be the affect on existing programs. In terms of how Lakeside Laboratory operates today, she asked if that would continue and, if so, under what structure. What function will the "director" have -- academic or managerial?

Ms. Goodenow said there was no plan at this time. Committee members have met with professors about the possibilities and about protecting what is here. She felt it could be worked out very well.

Regent Fitzgibbon asked how the property is held in trust and what are the provisions of the trust.

Associate Vice President Davis responded that the conveyance of the property to the University of Iowa specified that it must be held by the university for the purpose of biological education and to maintain a biological research

component on the property. He noted that the original conveyance precludes ever disposing of Lakeside Laboratory.

Regent Berenstein referred to the committee's final report and said he assumed it would allude to financing and tie in how to avoid any reversion of the property. Ms. Goodenow said that will be part of it.

Regent Berenstein stated that in discussions earlier in the year there was mention of the Sierra Club having an interest in involvement in this endeavor. He questioned how all the groups that may have an interest would dovetail. Are they in a mode of thinking more collaborative? They can no longer afford turf battles.

Regent Dorr asked that as the committee members put their plan together, particularly when dealing with collaboration, they clearly identify sources of revenues and whether they are new or existing sources. They will ultimately have to develop a budget.

Ms. Goodenow agreed that has to be addressed. She said part of the problem right now is development of a number of things that will make everyone feel like they have more ownership.

President Pomerantz said the theory is that they take the various interests and mold them into a governing group with the understanding that the Regents will continue to fund Lakeside Laboratory at approximately the level of today's funding and with the understanding that the rest will come from outside resources. They would take that governance mechanism and then decide on a strategic plan and start moving forward with it. Part of that plan would include educational services around the sciences. They could teach business school majors about the importance of ecology in today's businesses. How can a manager be trained to go out in a business enterprise and be familiar with the law and the requirements of the environmental regulations. This area would be almost unique in making students aware of those kinds of issues. They should take the resources, organize it with an appropriate governance system and budget, and go forward. All of the options mentioned need to be resolved. They should take this unique site, go forward and maximize the resources. The Regents now need to see a definitive plan and measure whether that will come to pass and over what period of time.

Regent Hatch said she was overwhelmed by the opportunities presented for the region, the state and various groups. She said she needed background in terms of what is going on now and where the money is coming from. The Regents need to see a commitment from the groups that have expressed an interest in terms of dollars and activities. She said that was a tall order between now and September to do the creative thinking necessary to address those issues. It is a wonderful idea but she has to see costs and dollars committed before they can really get into it much further.

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Ms. Goodenow said there was no way to get dollars committed until they have a program that people will buy into. Interest has been established. They now must develop a program to attract the funding.

Regent Hatch said she would have to see a little of both.

Regent Furgerson said she hoped the committee would also look at the possibility of what can be offered to elementary school teachers -- those teachers who depend on textbooks instead of hands-on experience. She said this may be a great setting to train those teachers.

Regent Dorr said he was a little more skeptical about the thrust of this. He stated that the groups mentioned as interested in supporting the Lakeside Laboratory generally all get their funding from property taxes. He was delighted that everyone wants to "get back to the farm" but taxpayers pay a tremendous price already. He said he would be supportive of this effort if there was assurance that this was not going to be another load on property taxes. If the funding would come from other sources of revenues it would be a much better seller for him.

Regent Williams said she felt that the work that has been done on this is very exciting; however, Associate Vice President Davis brought up that the original intent of Lakeside Laboratory needs to be kept in mind. The legal consequences of changing the structure needs to be carefully analyzed to maintain the thrust as they try to find funding. They cannot lose sight of the fact that this was established as an educational facility. This is a very unique site. The biology station has been significant. She did not want them to lose this land to the heirs.

President Pomerantz stated that what Ms. Richter and Ms. Goodenow had heard was some concern about the ultimate funding. He hoped it did not discourage them. This was an opportunity for a unique public/private joint venture. He encouraged them to continue on with this effort. He expressed interest in their plan on how to continue to fund Lakeside Laboratory. All of the Regents' questions raised were fair questions. He felt confident that in the due course they would answer the questions. They had opened up interesting alternatives. This could turn out to be a very special and very unique joint enterprise. He hoped the interest would not get "turned off" in the process of "locking down" funding. He wanted them to go away encouraged. The Regents looked forward to the committee's October report.

Ms. Goodenow asked if they needed to talk with someone about a specific way of governing, who did they need to work with? President Pomerantz responded that Mr. Richey would be the best resource.

Ms. Goodenow noted that the University of Okoboji Foundation is a 501.3(c) corporation.

Regent Berenstein suggested that someone find out the legal constraints of the original conveyance so the terms of the original grant are not violated. President Pomerantz asked for the name of the University of Okoboji Foundation's attorney. Ms. Richter responded that the attorney was John Stout with the Belin law firm.

Regent Williams asked what the University of Okoboji Foundation represents. Ms. Richter responded that it is a private organization. They are about one-third of the way toward their \$10 million fund-raising goal. The foundation spends only the interest. Money is granted to various projects around the Okoboji area. \$135,000 has been granted to recreational, historical, environmental and life-saving and cultural purposes. \$33,000 was granted to the Dickinson County Trails Association. The foundation has also purchased life-saving equipment.

Regent Williams said the Regents have a responsibility to know exactly what organizations are proposing to become involved in Lakeside Laboratory and to be aware of each other's goals.

Regent Berenstein emphasized what Regent Williams said. He said he had some experience with foundations varying with the purposes set out. The Regents need to make sure there is not a conflict with the original intent of Lakeside Laboratory. If they would inadvertently conflict by what was being proposed, they should find out now.

Ms. Goodenow said the committee members had wanted some formal dialogue with the Regents before proceeding.

President Pomerantz thanked Ms. Richter and Ms. Goodenow for their great effort. They reached out to Northwest Iowa and brought it closer to the Regents. There is great concern for Lakeside Laboratory. The Regents do not intend to see the property revert to the heirs. Their intention is that Lakeside Laboratory go forward and continue to be part of the Regents' activities in some form. Their interest now was to make sure they maximize the potential of the resources. He again thanked the committee members for all they had done up to this point.

Regent Hatch asked if she could be provided with the history of Lakeside Laboratory. Director Barak responded affirmatively.

**ACTION:** President Pomerantz stated the Board received the progress report of the committee studying the utilization and finance of Lakeside Laboratory, by general consent.

**REVIEW OF STRATEGIC PLANS INCLUDING ENVIRONMENTAL ASSESSMENT.** The Board Office recommended that the Board (1) receive the report on progress in

attaining strategic plan goals during 1991-92 and review fiscal year 1993 plans; and (2) approve the suggested revisions of Regent goals.

This was the second annual report of progress on strategic planning at each of the five Regent institutions. The report noted changes in assumptions, mission, and/or planning goals, 1991-92 accomplishments, effects of reduced 1991-92 State appropriations, and high priority activities for 1992-93 and future years.

Each of the institutions reported significant impacts from State budget cuts prior to and during fiscal year 1992 and have used strategic planning to make reallocation decisions necessitated by reduced State appropriations. Strategic planning is helping each institution make significant progress in defining and exemplifying its distinctive mission.

In September 1989 the Board of Regents adopted 13 goals to guide strategic planning. Progress on each goal was noted and changes recommended in some cases to make the goal more explicit, directive, clear, and/or succinct.

Goal #7: Improve access by all Iowans to Regent institutions.

Proposed Change: It was suggested that this goal be reworded as follows: Improve access to Regent institutions for all Iowans, especially for underrepresented minorities, geographically distant residents, and handicapped citizens.

The revised goal incorporates and makes unnecessary goal #8 and makes explicit the Regent commitment to underrepresented minorities, citizens distant from a main Regent campus, and handicapped citizens.

Goal #8: Escalate efforts to increase the participation of minorities in higher education.

Proposed Change: The new wording of goal #7 makes this original goal redundant. Thus, it was recommended for elimination.

Goal #9: Develop and implement effective marketing strategies for each university.

Proposed Change: Develop and implement effective marketing strategies for each Regent institution.

The change expands the coverage of this goal from just the universities to every Regent institution. This appears to be appropriate in light of the fact that each special school includes strategic plan activities that market that school to appropriate constituencies.

Suggestions for New Goals:

New Goal: Strongly encourage institutions to continue aggressive grant proposal development, self-supporting service operations, and other means to supplement state funding for educational programs and initiatives.

In light of reduced State appropriations and still imperfectly solved State fiscal problems, it would be wise for the Board to state explicitly its emphasis on efforts to find alternative ways to increase financial support for higher education.

New Goal: Support activities to evaluate achievement of Regent goals.

High and lofty goals are meaningful only insofar as their achievement can be measured. This additional goal makes clear the Regent commitment to evaluation in the strategic planning process.

Following is a list of goals with suggested revisions and additions.

Goal #1: Ensure that quality teaching remains a key priority within all Regent institutions.

Goal #2: Foster and maintain undergraduate instructional programs of high quality at the Regent universities.

Goal #3: Enhance the quality of graduate and professional education.

Goal #4: Strengthen research and other creative work at the Regent institutions.

Goal #5: Attract, develop, and retain faculty, staff, and students high in quality and diverse in composition.

Goal #6: Improve the facilities, equipment, and operating budgets basic to a strong program of teaching and research at the Regent institutions.

Goal #7: Improve access to Regent institutions for all Iowans, especially for underrepresented minorities, geographically distant residents, and handicapped citizens.

Goal #8: Develop and implement effective marketing strategies for each Regent institution.

Goal #9: Emphasize efforts to raise private funds, especially to support innovative programs falling outside the categories recognized by government.

Goal #10: Improve the flexibility, efficiency, and accountability of governance throughout the Regent system.

Goal #11: Contribute to the economic development of the state.

Goal #12: Encourage cohesiveness and cooperation within the Regent system.

Goal #13: Strongly encourage institutions to continue aggressive grant proposal development, self-supporting service operations, and other means to supplement state funding for educational programs and initiatives.

Goal #14: Support activities to evaluate achievement of Regent goals.

#### Highlights for Iowa State University

Budget requests, the campus master plan, the five-year capital plan, and unit planning are all linked to the university's strategic plan.

Reductions in State appropriations have led to more aggressive efforts to seek alternative funding and to some slowing of progress in accomplishing plan goals.

Sponsored funding for research will exceed \$100 million and the university's capital campaign experienced its best year ever in 1991-92.

Last year the university received numerous awards and honors attesting to the prominence of its faculty.

Several activities have been implemented to improve the intellectual life of the campus for students, faculty, and staff.

Need-based and merit-based scholarships increased significantly.

Faculty submitted 16 percent more research proposals and received 12 percent more sponsored funding for research and educational programs.

Money earned from patenting and licensing activities should be about \$8 million in 1991-92.

Iowa State University Extension was restructured and staff reduced by 10 percent.

Iowa State University was the first academic institution in the West to enter into an agreement with the Russian Academy of Agricultural Sciences.

The university made significant strides in networking faculty and students to one another and to outside sources of information.

The university plans to open its Center for Teaching Excellence in fall 1992.

During 1992-93 student recruitment of a high quality and diversified graduate and undergraduate student body and implementation of outcomes assessment are high priorities.

Additional funding to update and replace equipment to maintain the university's leadership role in technology will be necessary in fiscal year 1994 and fiscal year 1995.

#### Highlights for the University of Iowa

During 1991-92 and 1992-93 the university's emphasis is on three goals relating to developing strength in undergraduate programs, establishing premier graduate and professional programs in a significant number of areas, and establishing an academic community diverse in gender, race, ethnicity, and nationality.

During 1991-92 the newly-created standing Strategic Planning Committee established policies to couple academic program reviews and strategic planning so as to use reviews to help the university achieve its aspirations.

Significant changes have been made to improve undergraduate education but state funding cutbacks may reverse some of these changes.

The university plans to revise its plan by December 1992 in light of reduced appropriations and changes in other assumptions.

In a number of colleges tenure and tenure-track faculty have increased their participation in undergraduate education at the same time that reliance on teaching assistants has diminished.

The National Traffic Safety Administration's award of the National Driving Simulator to the University of Iowa will enhance numerous graduate engineering and related programs.

Liberal Arts faculty received a 33 percent increase in grant funds in 1990-91 and a similar increase is expected when the 1991-92 figures are tallied.

The College of Medicine competed successfully for \$82.9 million in 1991-92 extramural grants and contracts.

The Graduate College has shifted funds for recruitment of minority graduate students and proposes an Assistant Dean to handle this recruitment effort on a permanent basis.

1992-93 plan priorities include faculty instructional productivity, enhancement in the faculty's ability to focus on undergraduate education,

increased stipends and recruitment of highly qualified and minority graduate students, and hiring an Assistant Dean for the Graduate College.

Highlights for the University of Northern Iowa

The university maintains its commitment to all its strategic planning goals and proposed several more subgoals.

Each of the university's academic units prepares its own strategic plan which informs the university's plan. In turn the nonacademic units derive their goals from the university's strategic plan.

University officials proposed a new subgoal creating a significant endowment fund to encourage and sustain improvements in undergraduate education and related areas of faculty research and to support more rigorous graduate education standards.

Instructional support services for faculty and technical support for scientific equipment have been severely impacted by budgetary problems.

University officials proposed the addition of three new subgoals related to economic development and technology transfer.

Significant progress was made during 1991-92 on implementation of the general education program.

A number of national organizations document the leadership role taken by the University of Northern Iowa nationally.

The university's outreach activities in art and music, faculty efforts to conduct workshops and conferences, attraction of nationally important speakers to the campus, and applied research centers and programs have increased awareness of the university's identity and distinctiveness.

A number of exchange programs help the university to become more diversified.

Substantially increased computer networking, upgrading or replacement of mainframe computers, and installation of an electronic catalog have increased faculty and student ability to access information.

Graduate programs have been reviewed and steps to improve graduate education in general are under consideration.

Highest priority in 1992-93 will be given to faculty productivity. A number of capital improvement projects will be top priority in fiscal years 1994 and 1995.

Highlights for Iowa School for the Deaf

The Iowa School for the Deaf reviewed its mission statement extensively. Although the current mission statement retains validity for the school, the committee developed a new and contemporary statement that briefly states the essence of the mission. The existing mission statement is appropriate for all official documents but the new statement will be used in more practical settings.

Reallocation has been the principal means of dealing with reduced State appropriations.

The school successfully initiated a performance-based teacher evaluation and implemented a Signed Communication Professional Interview program.

Significant renovation of classroom and dormitory facilities and a master plan for replacing vehicles and a ten-year capital plan are being developed.

The school reviewed the operations of its Business Office, Personnel Office, and Executive Council and implemented improvements.

Planning priorities for 1992-93 and beyond include funding of the Public Information/Public Relations effort and a number of safety and capital improvements.

Highlights of the Iowa Braille and Sight Saving School

The Iowa Braille and Sight Saving School continues to support its eight major goals developed in 1990.

Reduced State appropriations have prevented implementation of a number of strategic planning initiatives and have increased concern about student safety and other matters.

The school perceives opportunities in the need to assist local school districts and Area Educational Agencies with provision of appropriate programs for the blind and visually impaired and constraints in proliferating federal mandates unaccompanied by supporting monies.

Significant progress on five major goals was achieved in 1991-92.

The school maintained a high quality in its large number of outreach activities.

Planning priorities for 1992-93 and beyond include a number of activities backlogged because of insufficient funds in 1990-91 and 1991-92. Highest priority is the replacement of one school bus.

GENERAL  
July 15-16, 1992

Director Kominski reported that this was the second annual report on strategic plans. She noted that officials of each institution would give a brief presentation on their individual plans and progress toward achieving goals. She reiterated a few of the items that she had mentioned last month and then asked the Regents to reconsider the goals they adopted a few years ago in light of the changed environment. She said it was apparent that all of the institutions have documented activities that exemplify accomplishment of Regent goals.

Vice President Nathan questioned the changes in goal 7 and goal 8. He said the implication was that the Regent institutions would no longer be encouraged to recruit minority students from outside the state of Iowa. University of Iowa officials have made a rather strong effort to recruit minority students from outside the state. The goal appeared to suggest that only Iowa minorities would be recruited.

Director Kominski said that was not the intention of the revision to the goal. She said goal 5 should be interpreted to mean there was a need to recruit those students who are diverse.

Vice President Nathan noted that goal 5 did not mention minorities.

President Pomerantz suggested that the Board not take any action today. Institutional officials, Board members and others were welcome to provide input to the Board Office. This should be docketed for action in September after everyone has had an opportunity to reflect on the suggested changes.

Mr. Richey noted that goal 7 read to "improve" access and the area of improvement stressed was in Iowa minorities.

Vice President Nathan cautioned that if goal 8 were deleted there would be a risk of misinterpretation.

Regent Furgerson stated that the two goals together should give sufficient direction to the institutions. She said she hoped that people would look at the population changes. She said she was concerned about the poor showing in recruiting minorities in Iowa. They may need to make the language clearer. As an African American, she was concerned about misreading of the goals.

President Pomerantz asked Regent Furgerson to review the proposed revision and offer her suggestions to the Board Office.

Regent Berenstein stated that, in light of the discussion, goal 8 may not be redundant. The concerns might be resolved by leaving goal 8 in.

Director Kominski stated that she had felt in reading goal 8 that it was more a strategy than a goal. If there is a lack of clarity goal 8 could remain.

GENERAL  
July 15-16, 1992

Regent Dorr asked what was meant by diversity, what is a successfully diversified university, and what diversity does for a university. How is diversity measured and what does it cost? He was concerned about emphasizing diversity without clearly defining what they hoped to achieve. Do they detract from the melting pot? He asked for some insight into this whole issue.

Regent Furgerson responded that they do not have a melting pot. She said she liked the term "tossed salad" which implied that individuals maintained their identity. She stated that to educate people in the broadest sense there needs to be representation of the people who are in this country so people have contact with people of different races, ethnicity and abilities. It is doubly important in Iowa because of the way the state population is made up. Iowa is becoming a more global village. Iowans need some practice with knowing people of different backgrounds and respecting those differences. One of the greatest aspects of her life is knowing such a great variety of people. She hoped that other people will also have those opportunities.

Regent Dorr said he did not disagree with Regent Furgerson. An educated person has the opportunity to educate him/herself. Does that not make them diverse?

Regent Furgerson responded that was not necessarily the case. They have not dealt with the affected areas which is important in preparing people for this world.

Professor Longnecker said he refers to the faculty within his department as a mosaic -- they are multicolored. Faculty who come to the university from one of the coasts bring different ideas. A Native American might bring different cultural aspects to the university community. A student from India challenges his ideas as a professor. He said he did not believe that Iowans have a corner on what education is.

Regent Dorr said he believed that Professor Longnecker was confirming what he thought. They must emphasize diversity. He was concerned about a goal that they have to spend "x" amount of money on diversity.

Regent Hatch congratulated Iowa State University officials for their strategy concerning care for mildly ill children and further child care services in 1994-95. She said child care plays a big part in attracting female staff members to their institutions. Child care is as important as salary in many cases. She then contrasted Iowa State University's child care goals with those of the University of Iowa on pages 20 and 25 of the docket memorandum. She said the Board made it very clear that one of the important aspects in recruitment of females is child care. She objected to the fact that they cannot pay. She feels very strongly that this better be "pumped up".

GENERAL  
July 15-16, 1992

Regent Fitzgibbon expressed concern about the statement on page 4 of the docket memorandum under the new goal to strongly encourage institutions to continue aggressive grant proposal development, etc., which stated that in light of reduced State appropriations it would be wise for the Board to state explicitly its emphasis on finding alternative methods of financing. He said that statement sends a wrong message.

Director Kominski responded that the statement was just an explanation of the rationale for the proposed new goal.

President Pomerantz referred to the Board Office communication about the recent history of State funding of Regent institutions. He urged everyone to refer to that document. He asked, in looking over the last 5 years, when were State appropriations reduced? There was a slight reduction in actual dollars appropriated. In looking at the numbers, how much of a reduction in State funding did the Regent institutions receive? He emphasized that the people of this state remain committed to higher education and through very difficult times have found money to put into higher education. He cautioned that they not be misled in that regard.

Regent Dorr asked if any program that was a reasonably strong program was eliminated because it did not fit with an institution's mission. President Jischke responded that Iowa State University officials eliminated programs in Leisure Studies and Occupational Safety because they did not fit with the university's strategic plan.

Provost Marlin stated that University of Northern Iowa officials eliminated a graduate program in Industrial Technology Education because vocational education is not part of the university's strategic plan.

Regent Dorr referred to a recent article in the Chicago Tribune and said the efforts of Iowa's Regent institutions toward strategic planning have obviously been very successful. He felt that the strategic planning process has been marvelously successful particularly as he visits with other people around the Midwest.

President Pomerantz stated that the Regents would spend whatever time was needed in September to further address strategic planning. By the end of the September meeting they will adopt a new set of strategic goals. The Regents must stay current with their strategic planning program and make sure they are interfacing with Regent institutions. If there is a "glitch" somewhere they need to discuss it because they must stay coordinated. Once the Regent goals are revised, institutional officials would then continue their ongoing annual process and reflect the Regents' goals in their activities.

ACTION: President Pomerantz stated the Board, by general consent, (1) received the report on

progress in attaining strategic plan goals during 1991-92 and reviewed fiscal year 1993 plans; and (2) approved the suggested revisions of Regent goals.

President Pomerantz then welcomed former Regent John Greig to the meeting.

**FACULTY EFFORT AND INSTRUCTIONAL IMPROVEMENT.** The Board Office recommended the Board (1) receive the preliminary plans from each of the three Regent universities regarding the enhancement of faculty productivity; (2) request that the plans to be presented to the Board of Regents in December 1992 outline the immediate course of action, delineate measures to be used, and establish targets and timelines; and (3) request that uniform interinstitutional measures of common elements be developed.

Each of the three Regent universities submitted preliminary reports on plans to enhance faculty productivity as requested by the Board in April. Each of the preliminary plans is unique and based on the traditions and environments at each of the Regent universities.

The University of Northern Iowa's preliminary plan would focus on seven strategies:

1. Faculty will contribute their talents toward the university's mission.
2. Reaffirm university-wide commitment to faculty accessibility to students.
3. Reduce aggregate faculty time spent on committee work.
4. Reduce frequency of offering classes with low enrollments.
5. Continue reviewing the scholarly and creative activity resulting from faculty research fellowships and faculty development leaves.
6. Enhance proportional responsibilities of summer teaching appointments for research and service, and
7. Improve the effective use of graduate assistants.

Iowa State University's preliminary 3-year plan would be developed, in the spirit of shared governance:

1. Review the objectives of the strategic plan;
2. Identify those objectives that directly or indirectly impact on faculty activities; and

3. Within the governance structure of the university, colleges, and departments, delineate organizational structures, schedules, and procedures to:
  - a. recommend specific actions to promote progress toward those objectives;
  - b. identify changes in faculty activities, workloads, reward structures, resources, which may result from those actions or which may be required to carry them out;
  - c. identify existing and/or new measurement systems to document progress toward objectives, and identify measurable targets and reasonable schedules to meet those targets;
  - d. monitor progress toward objectives, as well as changes in faculty and institutional performance relative to the resources employed; and
  - e. work to amend the strategic plan as necessary to accommodate the mission of Iowa State University in a changing environment.

The University of Iowa's plan has three objectives:

1. To increase the involvement of tenured and tenure-track faculty in undergraduate education;
2. To augment incentives for excellent teaching; and
3. To ensure that faculty development programs fully contribute to the university's academic programs.

The University of Iowa will pursue these objectives by:

1. Ensuring that faculty developmental assignments are coordinated with the needs of academic programs,
2. Reviewing low-enrollment courses offered at both the undergraduate and graduate levels and determining whether the number of such courses can be reduced;
3. Developing a comprehensive approach across colleges in establishing a policy of differential teaching loads for faculty;
4. Developing and using valid measures of teaching quality to recognize excellent teaching;

5. Supporting and encouraging innovative approaches to teaching among faculty;
6. Incorporating non-traditional approaches to course delivery; and
7. Ensuring standard graduate student teaching assignments.

The final plans from each of the three universities will be presented to the Board of Regents at the December 1992 Board meeting following appropriate consultation on campus.

Vice President Nathan stated that President Rawlings had announced a few days ago that faculty had been awarded a record amount of external funding during fiscal year 1992. University officials are now redoubling their efforts to improve the quality of instruction offered. He then discussed the goal toward quality of instruction and how far they have come toward achieving that goal. A university committee will discuss instructional quality and provide the Regents with a report in December. He said a strong group has been working on this matter for almost a year. Benchmarks are being established. The University of Iowa has achieved a marked decrease in the use of adjunct faculty. They anticipate a substantial increase in the amount of teaching of undergraduates that tenured faculty do. A reward structure will be developed to recognize faculty with high-quality teaching skills.

Vice President Nathan reviewed the substance of the university's plan and addressed the 3 objectives and 7 strategies to achieve the quality of teaching desired. An extraordinarily hard-working faculty committee has been addressing the issue of getting more tenured faculty into the undergraduate classroom. He noted that it was not going to be easy. University officials recognize that tenured faculty are more expensive instructors but they are dedicated to this effort. To achieve this goal university officials must augment substantially the incentives for excellent teaching. They plan to make excellent teaching an even more highly valued endeavor at the University of Iowa. Outstanding teachers will receive substantial merit salary increases. University officials aspire to make sure that the faculty developmental program contributes directly to the goal of achieving a greater emphasis on teaching. University officials have already implemented a variety of changes in the developmental assignments. Assignments previously were somewhat of an entitlement. They are making the awards much more competitive. Faculty committees will ensure that developmental assignments will be awarded to faculty who have demonstrated outstanding teaching and research.

Another major strategy toward achieving excellent teaching which Vice President Nathan addressed is to look carefully at the concept of differential teaching loads. He said university officials will redouble their efforts to ensure that by the end of a 3-year period they have done

the very best they can to extend the concept of differential teaching loads. He noted that at this time university officials are better able to measure scholarship than teaching. University officials are also going to reward faculty who are able to develop innovative teaching methods.

A final strategy which Vice President Nathan identified is to look carefully at the utilization of graduate students particularly teaching assistants to ensure their teaching assignments work to the benefit of those students they teach as well as for the benefit of the graduate students.

President Pomerantz stated that this subject was of the highest importance for the Regents, from the vantage point of increasing an already good quality of instruction to the undergraduate student body. Quality undergraduate education is the number 1 Regent priority. He acknowledged the different missions of the three universities. At this point in time some tenured faculty teach more undergraduate students than other tenured faculty. He stressed that there is no more important a subject than increasing the number of hours of undergraduate student teaching that tenured faculty perform. He noted that while he thought Vice President Nathan's report was very good, he was waiting to hear some kind of quantification so the Regents can understand what exactly he was talking about and the magnitude of the effort. For instance, a 30 percent to 40 percent increase in faculty undergraduate teaching hours would be very meaningful.

Vice President Nathan acknowledged that he was aware that President Pomerantz would have liked for him to be prepared to give "numbers" today. However, he said the latest financial problems facing all of them today make it clear how difficult it will be to make these predictions without being able to count on specific funding.

President Rawlings stated that University of Iowa officials agree with the need to increase teaching by tenured faculty at the undergraduate level. University officials are pleased with the preliminary plan. In December the plans will be clearly laid out. At that point they will make some concrete projections. He perceives there will be major changes.

Regent Williams stated that she was encouraged by the report provided by University of Iowa officials. She said this is an exciting time to be looking at this issue. She was particularly interested in the strategy to develop valid measures of teaching effectiveness and quality. Iowa's Regent universities' officials could become leaders in the country in determining teaching quality and effectiveness. Faculty will begin valuing the teaching part of their university assignments when they can take their best teachers and evaluate what they are doing and then try to share the good news with everyone else. It will be a delightful outcome.

President Rawlings noted that the public only sees the classroom teaching aspect of an undergraduate's higher education experience. However, there are many different forms of teaching.

Regent Williams stated that some of the methodologies can be done very well and inexpensively.

Vice President Nathan stated that the process which led University of Iowa officials to develop this plan has resulted in a great deal of comment and interest on campus. They shared the plan with a variety of faculty groups and were a bit surprised at how receptive faculty was of the need to pursue these goals. Faculty understand what is happening around the country.

Regent Furgerson said university officials have to recognize that teaching quality will be part of the discussion for quite a while.

Regent Fitzgibbon stated that this was one of the most important things he has seen happen in Iowa's Regent university system.

President Pomerantz stated that as the Regent universities compete for funding with all segments of education, the activity of enhancing faculty teaching is going to be the most critical component in determining the level of appropriations they will receive. This needs to be done to make them ultracompetitive and performing consistent with achieving goals toward excellence. He noted that University of Iowa officials "danced" around the quantification issue.

President Rawlings stated that university officials do not want to make projections for which they do not have a good basis. They might be in a position to do that in December; however, he did not want to get ahead of the committee because the faculty has to "buy into" this or it is not going to work.

President Pomerantz stated that faculty should be aware that mandates concerning faculty effort are occurring around the country. In most of those instances the faculty are not being consulted. It is significant that in Iowa there is a process where they work together and faculty has been an integral part of the discussion. That process is much more desirable than having a mandate come down. They need to get to a quantification that is meaningful and can be measured.

Director Barak noted that he had recently received a copy of a national survey which indicated that 36 states are now involved in efforts to improve faculty effort and instructional quality. Twelve states have received mandates for workload requirements. Iowa is one of the few states that has involved faculty in that effort.

Provost Marlin stated that it was critical that they do things that correspond to the institutions' missions. The University of Northern Iowa mission has a heavy emphasis on the teachers being scholarly models since it is a teaching university. Teaching is given greater weight than research. Their current productivity documents concerning dedication to teaching indicate that University of Northern Iowa faculty are spending 72 percent of their time on structured activities. She said 98 percent of faculty taught undergraduates. Faculty on the average teach 11.3 credit hours.

University of Northern Iowa officials developed 7 strategies described in the docket materials to address faculty effort and instructional quality. Provost Marlin stated that there is a commitment to faculty accessibility to students. University officials take great pride in the faculty-student interaction on campus. One of the strategies to address faculty teaching is to reduce faculty time spent on committee work. The university Faculty Senate is working to reduce committee time. University officials will continue their review of scholarly creative activity. She said professional development leaves are very competitive. Another strategy is to use teaching assistants more effectively; presently, they are spread too thin. Provost Marlin concluded her remarks by stating that University of Northern Iowa faculty already are highly productive.

Provost Kozak summarized what he has learned over the last 2 weeks he has been at Iowa State University concerning faculty productivity and teaching quality. Some of the concerns raised this morning were the same as those he heard raised at the University of Georgia. In the interviewing process for the position of Provost at Iowa State University, he said it became clear that the institution had been given a charge by the Board of Regents to develop a strategic plan to address these and other issues. He was curious to see what exactly comprised the strategic plan for Iowa State University. He said it is the most detailed plan that he has ever seen. What was different between Iowa State University's and Georgia's plan was the way Iowa State University's plan interfaced with the main points of the strategic plan, particularly undergraduate teaching. For example, one set objective is enhancing dialogue in the ways faculty and students can interact. This effort has increased participation in the number of students majoring in certain disciplines. There are also many settings in which undergraduates can interact with faculty in research projects.

**ACTION:**

President Pomerantz stated the Board, by general consent, (1) received the preliminary plans from each of the three Regent universities regarding the enhancement of faculty productivity; (2) requested that the plans to be presented to the Board of Regents in December 1992 outline the immediate course of action, delineate measures to be used, and

establish targets and timelines; and (3) requested that uniform interinstitutional measures of common elements be developed.

**REVIEW OF PROGRAMS AND SERVICES.** The Board Office recommended the Board (1) receive the reports, (2) approve the individual actions as recommended, and (3) strongly encourage the institutions to continue their efforts and to report to the Board in December 1992 on the additional reviews that have been initiated.

Follow-up reports were submitted by each Regent institution in response to the recommendations for further study approved by the Board of Regents at its December 1991 Board meeting.

The reports submitted to the Board in December were in response to the Board of Regents' request in June 1991 that each Regent institution undertake an intensive and comprehensive review of programs and services.

This effort was one of a number undertaken in the last five years to respond to a continuing desire on the part of the Board of Regents to ensure the effectiveness and efficiency of the Regent institutions. The areas addressed in the reports include:

**Iowa Braille and Sight Saving School**

Braille production, privatization of support services, structure of maintenance/physical plant department, criteria for cooperation with Vinton/Shellberg schools, class sharing, staff sharing/trading, and the competency-based program.

**Iowa School for the Deaf**

Sale of farmland

**University of Northern Iowa**

Industrial Technology Education undergraduate major, masters degree in Earth Science, joint major in Philosophy and Religion.

**Iowa State University**

Space productivity, administrative costs and structures, administrative procedures and functions, operations of the Memorial Union, and various mergers of units and services. The review of instructional programs in plant pathology, art education, foreign language, religious studies, fields of teaching endorsement, microbiology, and biophysics.

University of Iowa

Undergraduate social work, human nutrition, anatomy, statistics and actuarial sciences, Lakeside Laboratory (on behalf of all three universities), Institute for Health, Behavior and Environmental Policy, physical plant, purchasing, recreational services, central research support facilities.

Provost Marlin stated that in December the Regents were presented with the names of three programs at the University of Northern Iowa that were being considered for further review in addition to the programs that were proposed for elimination. With regard to the baccalaureate degree in Industrial Technology Education, University of Northern Iowa officials recommended that the program be continued for two years to study the demand in the near future as a result of the new legislation and anticipated retirements of Industrial Technology teachers in the public schools.

With regard to the master's degree program in Earth Science, Provost Marlin stated that University of Northern Iowa officials recommended the program be terminated. With regard to the baccalaureate degree of a joint major in Philosophy and Religion, she said university officials recommended that the joint major cease accepting students and that the students currently enrolled be allowed to graduate under existing requirements for the joint major.

President Jischke stated that in June the Board members received a report which updated the review of programs presented in December. He said the docket memorandum summarized the recommendations very well. There were four special university-wide studies. The first study was of administrative costs and structures. The study indicated that the efficiency of the use of funds for administration was at least as good as comparable institutions. The study also found that Iowa State University has fewer upper-level administrators than its peer institutions and that salaries are average. A second study was of administrative procedures. The third study was of use and productivity of space on campus. The fourth study was of functions and operations of the Memorial Union with a goal to reduce the subsidy provided by the university. President Jischke called attention to the exhibits included in the docket pages that indicated the current status of each of the 70 proposals identified in December.

President Pomerantz asked how an area at Iowa State University is targeted for analysis and what is the process after an area is targeted to be evaluated.

President Jischke responded that it varies depending on the program. With regard to the study of the Memorial Union, university officials brought together faculty, staff and students who use the facility. In the case of academic programs and departments, recommendations are made to the dean who

makes recommendations to the provost. With regard to where the proposals to study certain areas originally come from, he said some proposals are made by the provost, some by the deans and some come from the department. Proposals are ultimately reviewed by the Faculty Senate.

President Pomerantz stated that some programs do not appear to be germane to Iowa State University's mission but a decision was made to maintain them. President Jischke stated that Iowa State University officials are reviewing all programs at all times. If there was a particular program the Regents would like them to reconsider they can do so.

Regent Berenstein stated that the presentation on the 70 proposals was presented in a very succinct, orderly and easy-to-understand fashion. President Jischke said the real credit should go to Jean Adams. He is fortunate to have her as a colleague.

Regent Dorr asked if any significant changes had taken place in Iowa State University's administrative structure in the last 25 to 30 years and whether this was an area that offered significant potential cost savings.

President Jischke stated that relatively little growth has taken place at the central administration level. The university has fewer vice presidents than it had 10 years ago. With the provost structure the responsibility for academic activities are assumed at that level. The provost serves as the chief academic officer. University officials have attempted to develop a means of planning and budget analysis that is tied directly to strategic plans. There has also been an evolving of administrative responsibilities whereby more decisions are made by deans and department heads.

Regent Williams acknowledged that Iowa State University appeared to be "lean" at central administration. As university officials look at various colleges and academic programs she encouraged them to review the administrative structure in the colleges.

President Jischke noted that there was very little data available nationally with which to compare college administrative structures. That information has not been tracked over time and university officials are trying to reconstruct some of it. He said the colleges are also pretty lean administratively. He noted that regulative agencies require more information along that line. To the extent data is available he feels assured that Iowa State University has a very lean administration at all levels. The number of College of Business department heads has been cut in half.

Vice President Nathan stated that University of Iowa officials reviewed environmental course offerings and found little or no overlap. A continuing coordinating committee overseen by the graduate dean will be established. He said the review of the School of Library and Information Science was

gratifying because it revealed a strong program. A steering committee has asked that the efforts to maximize quality commence immediately without increased costs. With regard to the Master's of Social Work program, he said university officials are considering how to increment the size of the class. He noted that it is the only one of its kind in the state. They hope to achieve and maintain greater cost efficiency. He noted that university officials were unhappy about the review of statistics courses offered at the University of Iowa.

Regent Williams asked what program reductions have taken place since April 1991. Vice President Nathan responded that several Master's programs in the School of Business have been eliminated as well as the program in Dental Hygiene. The size of Physical Education was reduced quite substantially.

Regent Williams asked for the amount of cost savings out of all that work. Vice President Nathan estimated that the long-term savings would be substantial. President Rawlings stated that overall the savings would be about \$4.5 million over the next 4 years.

Vice President Nathan stated that one advantage to the University of Iowa's program for scheduled reviews is to coordinate internal reviews with scheduled external reviews by non-departmental faculty at the university.

Regent Williams stated that methodology was an excellent one. Perhaps that has something to do with the outcomes of this round of program reviews rather than the earlier review.

Regent Hatch questioned whether it was possible to conduct similar reviews of peer universities in regard to the number of vice presidents and assistant vice presidents.

President Rawlings stated that university officials have those numbers and could provide those to the Regents. They primarily compared the University of Iowa with Big 10 universities. Those comparisons are done annually.

President Pomerantz stated that a problem he saw with the program review process was that they are not able to focus on getting programs that are duplicative or not germane to an institution's mission out of the system. After 5 years of strategic planning he said there has been very limited program reduction.

President Rawlings responded that the universities have been utilizing strategic planning for two years, not 5. They have eliminated some programs. He noted that the university offers services to a large number of constituents. He has heard strong comments from constituents that their programs are very highly regarded. He said they have achieved a good balance.

President Pomerantz said he was committed to the philosophy that in the action is where they get the pay off. He then said the initial thrusts toward strategic planning started 5 years ago. He said the bottom line is that if they continue to fund all the programs they currently have or continue to add programs, then they all cannot be good programs.

Vice President Nathan noted that some of the programs that are weaker academically make the strongest contribution in a social sense. Had university officials closed certain programs they would have eliminated programs that had a great level of support from prospective students and that contributed time to the operation of community agencies in Iowa City and Coralville. He stressed that the problem is in weighing academic strength and the contribution to the community. University officials feel as strongly as President Pomerantz that if they do not make cuts they will be unable to focus on their areas of strength. There is not a single program the University of Iowa has now that does not make a significant contribution to the university and the community.

Regent Hatch said she agreed with University of Iowa officials that statistics courses is a good area to look at. Vice President Nathan stated that university officials will make cuts in statistics offerings. The issue is overlap. Statistics is offered in the business school and the liberal arts college. He noted that not a lot of money would be saved by cutting statistics courses.

President Pomerantz stated that at some point in time if university officials do not make the necessary cuts, they will get help doing it that they do not want.

Superintendent Johnson stated that the one proposal by Iowa School for the Deaf was consideration of the sale of farm land. They are proceeding along that line.

Superintendent Thurman stated that at the March Board meeting he presented the Regents with thoughts on programmatic aspects of the school. At this meeting they were asked to come back with a cost benefit analysis. He then asked Director Hauser to review their findings.

Director Hauser stated that they reviewed three support areas. With regard to food service operations, a private contractor was not found in their location. With regard to custodial services, they found potential private contractors but the several disadvantages offset the \$5,000 estimated savings. With regard to the maintenance department level of staffing and composition, they recommended to leave the maintenance department at the level as downsized in fall 1992.

**MOTION:**

Regent Berenstein moved to (1) receive the reports, (2) approve the individual actions as recommended, and (3) strongly encourage the institutions to continue their efforts and to report to the Board in December 1992 on the additional reviews that have been initiated. Regent Tyrrell seconded the motion, and it carried unanimously.

President Pomerantz strongly encouraged institutional officials to continue their efforts with regard to review of programs and services because the alternatives will not be to anyone's liking.

**RESIDENCY CLASSIFICATION APPEAL.** The Board Office recommended the Board uphold the original decision of the Registrar's Office to classify Mr. Don G. Armenoff as a nonresident student for purposes of tuition and fees.

Mr. Don G. Armenoff, a student at the University of Iowa, requested that the Board of Regents review his residency classification appeal. The interinstitutional committee that reviewed Mr. Armenoff's appeal recommends that the Board uphold the decision of the University of Iowa that classified Mr. Armenoff as a nonresident student based on his reasons for coming to Iowa.

The Board of Regents regulations state, in part:

In determining resident or nonresident classification, the issue is essentially one of why the person is in the state of Iowa. If the person is in the state primarily for educational purposes, that person will be considered a nonresident.

The regulations further state:

A person who comes to Iowa from another state and enrolls in an institution of postsecondary education for a full program or substantially a full program shall be presumed to have come to Iowa primarily for educational reasons rather than to establish domicile in Iowa.

It was recommended that the Board uphold the original decision of the University of Iowa's Registrar's Office to classify Mr. Armenoff as a nonresident student for purposes of tuition and fees.

**MOTION:**

Regent Fitzgibbon moved to uphold the original decision of the Registrar's Office to classify Mr. Don G. Armenoff as a nonresident student for purposes of tuition

and fees. Regent Berenstein seconded the motion, and it carried unanimously.

**SALARY POLICIES FOR THE SPECIAL SCHOOLS.** The Board Office recommended the Board approve (1) the salary schedule presented which was proposed for the 1992-93 contract year and which increases the 1991-92 schedule by 6.0 percent at each step; (2) the provision of a within track step increase, based on meritorious service, at the beginning of the contract year, and authority to grant a second step increase in the middle of the contract year; (3) the proposed supplemental pay schedules for extra-curricular activities in 1992-93 as presented; and (4) the elimination of the current 10-year cap on recognition of prior experience for new hires.

The proposed salary schedules for 1992-93 reflect an increase of 6.0 percent at each step. In addition, it was proposed that eligible faculty be given a step increase at the beginning of the contract year.

Proposed supplemental pay schedules for extra-curricular activities at Iowa School for the Deaf were increased by 6.0 percent. The supplemental schedule proposed at Iowa Braille and Sight Saving School was restructured to more closely reflect the amount of time required.

The total cost of increases proposed for 1992-93 is 8.5 percent.

Average salary increases provided other K-12 teachers in Iowa during the two-year period covering fiscal year 1992 and 1993 will be 9.9 percent.

Mr. Richey stated that subsequent to docket preparation of the pay plans for the preliminary budgets, the Board Office received salary adjustment funds notice from the Department of Management. There is a reduction of \$4.2 million from the preliminary amount of funds available that was given to institutional officials. Consequently, institutional budgets need to be revised. He said \$51 million is the total need and \$43 million was appropriated. Those figures do not include funding for the \$2 million in increased health insurance premium costs. Consequently, the preliminary budgets before the Regents at this meeting will need revision before the August meeting when the budgets will be before the Regents again for approval.

Mr. Richey stated that the proposed pay plans for the special schools have been amended and will increase by 6 percent instead of 6.5 percent. He noted that there is an additional 6.9 percent increase in health insurance premiums the special schools will have to absorb.

President Pomerantz stated that the reduction in salary appropriations causes concern at the campus level for all the institutions. There was an error in the transmission of data between the Department of Management and Board Office. The Board Office transmitted a number to the institutions

that was a preliminary number which was ultimately reduced. With regard to the appropriation bill as allocated by the Department of Management, President Pomerantz said he believed the allocation was done fairly. The preliminary numbers which were transmitted to the campuses were transmitted all the way down to the department level before the error was detected. University officials had to reconstruct the salary figures based on the new appropriation information. There is a disparity between salary increases for contract and non-contract workers. He said contract workers will get increases as directed by the courts. The Board of Regents will fulfill its obligation without question. There has been a tradition of parity between contract and non-contract employees. In this case the institutions do not have the legislative authority to treat contract and non-contract employees the same. There will be an inequity for non-contract workers across the entire system. The top priority will be to close that disparity not retrospective but on an ongoing prospective basis which, he believed, was a commitment the Board was willing to make. Governor Branstad is on record as believing in equal pay for equal work, and the Regents will rely on that. The situation will be redressed over time.

President Pomerantz said, at this point, the Board of Regents acknowledges the disparity in salary increases between contract and non-contract employees. They do not think it is fair and will dedicate themselves to closing that gap in as near-term future as can be done. They do not have the capability to deal with the disparity at this time because of the lack of resources appropriated. He acknowledged that no one is happy about it. They must go forward in a spirit of cooperation. The Regents plan to make it right to the people who are affected in a negative way.

Regent Williams referred to the supplemental pay schedules for the special schools, particularly with regard to the coaching salaries proposed. She was not concerned with the particular salaries but asked for assurance that Title 9 kinds of considerations have been dealt with. Is there parity in offerings made for boys and girls?

Superintendent Johnson responded that all the coaches, whether they coach girl's or boy's sports, are paid the same.

Regent Williams asked if there are opportunities for girls to participate in the same number of sports as for boys. Superintendent Johnson responded affirmatively. Superintendent Thurman also responded affirmatively.

President Rawlings stated that he appreciated what President Pomerantz had just said regarding commitment to parity of salaries for contract and non-contract employees. There is now a major difference in those salaries. He said this hits the University of Iowa as a "double blow". First, it reduces further considerably the amount of money available to pay faculty and Professional and Scientific salaries. University officials had already given deans and directors the amount of salary dollars they could allocate.

Now university officials will have to tell them there is less money than they were told there would be for increases. The reduction means massive change across campus. Even a week ago university officials were saying publicly that they could give only a 6 percent salary increase to faculty and staff. Now that amount will be down closer to 5-1/2 percent. He reiterated that he especially appreciated President Pomerantz' commitment to address this disparity next year.

**MOTION:**

Regent Furgerson moved to approve (1) the salary schedule presented which was proposed for the 1992-93 contract year and which increases the 1991-92 schedule by 6.0 percent at each step; (2) the provision of a within track step increase, based on meritorious service, at the beginning of the contract year, and authority to grant a second step increase in the middle of the contract year; (3) the proposed supplemental pay schedules for extra-curricular activities in 1992-93 as presented; and (4) the elimination of the current 10-year cap on recognition of prior experience for new hires. Regent Williams seconded the motion.

Regent Hatch stated that the salary increases should be in line with non-contract employees at other institutions.

Mr. Richey stated that the revised recommendation provides for an increase in the scale of 6 percent and 1-1/2 percent for movement within the scales. He noted that the Regents compare the special schools to average increases in the public schools provided by the State Association of School Boards. He said it was clear that the special schools place a significant priority on teacher salaries in terms of willingness to reallocate funds to maintain competitive faculty salaries for teachers. Faculty salary increases at the special schools will average 7-1/2 percent. He did not know what the amounts would be at the universities for Professional and Scientific staff. The Board Office feels this is a very reasonable increase. He reminded the Regents that these employees received no salary increase last year. Also, growth in the movement in the scale is standard.

Regent Hatch asked if the proposed salary increase then would be 6 percent over 2 years. Mr. Richey responded that they could say it is 3 percent for last year and 3 percent for this year plus fringes.

Regent Hatch asked if the total of 9 percent was still correct. Mr. Richey responded negatively, stating that the figure will drop by at least 1/2 of one percent. The total cost will be closer to 8 percent than 9 percent.



- \* The Board Office proposed a 7.5 percent increase in each pay grade to comply with salary appropriation legislation which treats the Board Office separately from the other institutions of the Board.

No firm allocation of appropriations from the salary adjustment fund was available at this time. The following policies were recommended for granting individual employee salary increases:

- \* The University of Iowa proposed increases that will give special attention to issues of decompression, recognition of outstanding performance, and gender equity.
- \* Iowa State University proposed that a minimum increase of 3 percent be awarded for satisfactory service. Remaining funds available for increases will be distributed on the basis of merit.
- \* The University of Northern Iowa proposed the distribution of appropriated funds on a discretionary basis to permit departments flexibility in addressing issues such as gender equity, decompression, and outstanding performance.
- \* Iowa School for the Deaf and Iowa Braille and Sight Saving School proposed the distribution of salary increases on the basis of merit.
- \* The Board Office recommended the distribution of funds available for salary increases on the basis of merit.

Mr. Richey stated the pay schedules would be revised, if necessary, based on the lower-than-estimated allocation of appropriations from the salary adjustment funds. He asked that the Regents approve the basic increases in salary percentages but withhold action on the specific implementation of the policies. He recommended that they approve the revised pay schedules, as follows:

- \* SUI: increase current ranges by 5 percent
- \* ISU: increase current range minimums by 3 percent and maximums by 7 percent
- \* UNI: increase current ranges by 8 percent
- \* ISD/IBSSS: increase current ranges by 7.5 percent
- \* Bd. Off.: increase current ranges by 7.5 percent

Regent Dorr questioned whether the percentage increases were strictly for salaries and not fringes.

Mr. Richey responded that increases in TIAA-CREF allocations follow percentage by percentage but health insurance premium increases can vary.

Regent Dorr asked if when the Regents get a total proposed salary increase percentage will the fringe benefits be included? Mr. Richey responded that last year Iowa State University had a substantial health insurance premium increase and no increase this year. University of Iowa has a health insurance premium increase this year but experienced none last year.

President Jischke stated that Iowa State University officials assumed the total Professional and Scientific compensation would equal 6 percent.

Mr. Richey stated that salary increases for the Board Office are set by statute as they are for the rest of State government.

**MOTION:**

Regent Berenstein moved to (1) approve the revised salary schedules for professional and scientific staff effective July 1, 1992, and the proposed policies for salary increases, as presented, and (2) direct that policies developed for the payment of lump sum awards for exceptional performance be reviewed by the Executive Director prior to implementation. Regent Furgerson seconded the motion, and it carried unanimously.

In addition to the revisions in salary ranges recommended by Mr. Richey, the Board action included approval of the following policies:

A University of Iowa proposal to reward highly-valued staff with nonrecurring increases for extrameritorious performance, and proposals to address gender and compression problems in accordance with the following standards:

- a. Those entering class between July 1, 1990, and June 30, 1991, need to be at least 4 percent above minimum of pay grade;
- b. those entering class between July 1, 1989, and June 30, 1990, need to be at least 5 percent above minimum of pay grade;
- c. those entering class between July 1, 1988, and June 30, 1989, need to be at least 6 percent above minimum of pay grade;
- d. those entering class between July 1, 1987, and June 30, 1988, need to be at least 7 percent above minimum of pay grade; and

- e. those entering class earlier than July 1, 1987, need to be at least 8 percent above minimum of pay grade.

Board approval included a proposed minimum increase of 3 percent for satisfactory service at Iowa State University and provision to permit University of Northern Iowa to award lump sum nonrecurring increases to recognize outstanding performance.

Regent Hatch stated that there appeared to be discrepancies in salary scales. Iowa State University Professional and Scientific staff's salary scale was lower than the scales of the other two universities. She questioned how historically this has evolved.

Mr. Richey responded that the Board Office could provide that information. The university salary scales are reviewed in line with their counterpart institutions.

President Jischke stated that Iowa State University's Professional and Scientific salaries are not competitive. University officials are in the midst of a study.

President Pomerantz noted that was a separate issue.

**REGENTS MERIT SYSTEM PAY PLAN.** The Board Office recommended that the Board approve effective July 1, 1992, the following Merit System Pay Plans and revisions in the Merit Rules:

- (1) The pay matrix for supervisory employees, an increase of 7.5 percent at each step of the matrix in effect on June 30, 1992, in accordance with legislation enacted by the General Assembly. Supervisory employees may on the basis of meritorious performance be placed on the step in the new matrix where they would have been had they received a step increase in fiscal year 1992;
- (2) The pay matrices for blue-collar, security, technical and clerical employees, increases of 4 percent at each step of the matrices in effect on June 30, 1992, in accordance with the collective bargaining agreement between the State of Iowa and AFSCME Council 61. An additional payment of \$400 will be made to employees in December 1992 as provided in the collective bargaining agreement;
- (3) Step increases in fiscal year 1993 will be granted in accordance with applicable merit rules or the collective bargaining agreement; and
- (4) The amendment to the Regent Merit Rule 3.39(2), Merit Increases, which replaces the current provision for extra meritorious step increase with a provision for non-recurring or bonus pay for exceptional performance not to exceed 5 percent of an employee's annual salary.

Employees in classes covered under collective bargaining agreements which provided increases of 3 percent on July 1, 1991, and 2 percent on January 1, 1992, would receive an increase of 4 percent effective July 1, 1992.

Supervisory employees and employees in classes covered under collective bargaining agreement would be eligible for a step increase in fiscal year 1993 based on applicable merit rules or the collective bargaining agreement.

In addition, employees not covered under collective bargaining agreement would be eligible for a non-recurring pay award not to exceed 5 percent of annual salary for exceptional performance.

**MOTION:** Regent Williams moved to approve effective July 1, 1992, the Merit System Pay Plans and revisions in the Merit Rules, as presented. Regent Berenstein seconded the motion, and it carried unanimously.

**PRELIMINARY BUDGETS FOR FISCAL YEAR 1993.** The Board Office recommended the Board approve the report on preliminary budgets for fiscal year for 1993.

The general fund budgets for fiscal year 1993 amount to \$1,032,427,127 for all five of the Regent institutions (excludes special purpose appropriations of \$4.4 million). This represents an increase of \$92.6 million or 9.89 percent over the fiscal year 1992 revised budget.

When restricted funds are added to the \$1.032 billion operating funds, the total budget of the Regent institutions is estimated to be in excess of \$1.7 billion.

State appropriations for all Regent institutions amount to \$500.5 million for fiscal year 1993. This represents an increase of \$50.1 million or 11.1 percent compared to the fiscal year 1992 revised appropriation.

Included within this appropriation amount is an estimated salary allocation of \$47.2 million.

Tuition revenue is projected to be \$177.9 million for fiscal year 1993. This represents an increase of \$14.2 million or 8.68 percent over the fiscal year 1992 revised level. The increase in tuition is a result of the rate increases approved by the Board for fiscal year 1993 and slight increases in enrollment at Iowa State University and the University of Northern Iowa. Also impacting this revenue figure is the surcharge of \$750 implemented at the University of Iowa for students enrolled in law, medicine and the MBA program. Tuition revenue increases will be used for instructional and student services as directed by the Regents.

Revenues from sales and services are projected to increase by \$31 million in fiscal year 1993. The majority of this increase is attributable to the University of Iowa Hospitals and Clinics which projects sales and services income to increase by \$29.9 million in fiscal year 1993. The increase at the University of Iowa Hospital and Clinics is attributable to increased patient load and the pending approval of the proposed rate increases.

The hospital units at the University of Iowa proposed rate increases for paying patient charges as follows:

Hospital and Clinics	5.0 percent
Psychiatric Hospital	7.0 percent
Hospital School	7.0 percent

The only other major revenue increase was in federal support which is projected to increase by \$571,000 over the fiscal year 1992 revised level. The majority of this increase is attributable to Iowa State University Cooperative Extension Service which is projecting an increase of \$500,000.

Universities' officials proposed to increase salary expenditures by \$72.2 million in fiscal year 1993. This increase will be used to implement salary policies detailed in Senate File 2393 as passed by the legislature in the second special session and signed by the Governor.

The Board Office has been in communication with the Department of Management pertaining to salary allocations for fiscal year 1993. As of the writing of the docket memorandum for this item, the estimated salary allocation for the Regent institutions was \$47.2 million.

The salary policy contained within Senate File 2393 required complying with contracts negotiated with AFSCME contract employees and members of the United Faculty of Iowa. In addition to these groups, the legislation stated that professional and scientific staff, non-organized faculty and non-organized merit employees receive a salary increase of 7.5 percent.

The estimated salary allocation is not adequate for the Board of Regents to meet a 7.5 percent average salary increase for all professional/scientific employees, non-organized faculty and non-organized merit employees. The salary policy prior to receipt of the reduced appropriation figure being proposed to be implemented by each of the institutions by class of employee was as follows:

A. Faculty (United Faculty of Iowa)

The University of Northern Iowa will provide a 10.5 percent cost-of-living adjustment to this employee group (10.775 compounded)

**B. Faculty (Non-organized)**

The University of Iowa will provide this group an average salary increase of 6.5 percent. Faculty in the College of Medicine will receive a 9.5 percent increase with the 3 percent differential being paid from practice earnings and sponsored research grants.

Iowa State University will provide an average salary increase of 7 percent.

The University of Northern Iowa will provide its non-organized faculty an average salary increase of 9 percent.

The Iowa School for the Deaf will provide a 6.5 percent increase to the faculty salary schedule and provide appropriate step increases at the beginning and middle of the contract year.

The Iowa Braille and Sight Saving School will provide an increase of 6.5 percent to the faculty salary schedule and appropriate step increases at the beginning and middle of the contract year.

**C. Professional and Scientific Staff**

The University of Iowa will provide an average salary increase of 6.5 percent for professional and scientific staff. In addition, professional and scientific staff will be eligible for meritorious pay increases based on extraordinary performance to be determined on an individual basis.

Iowa State University will provide professional and scientific staff an average increase of 7 percent

The University of Northern Iowa will provide professional and scientific staff an average increase of 9 percent.

The Iowa School for the Deaf will increase the professional and scientific range by 7.5 percent and provide professional and scientific employees an average salary increase of 8.5 percent based on each employee's fiscal year 1992 performance.

The Iowa Braille and Sight Saving School will increase the professional and scientific range by 7.5 percent and provide professional and scientific employees an average salary increase of 8.5 percent based on each employee's fiscal year 1992 performance.

**D. Institutional Officials**

The University of Iowa does not have this class.

Iowa State University does not have this class.

The University of Northern Iowa proposed to provide a salary increase of slightly less than 9 percent for this class of employees.

The Iowa School for the Deaf will provide an increase to the institutional official salary range of 7.5 percent and provide institutional official employees an average salary of 8.5 percent based on each employee's fiscal year 1992 performance.

The Iowa Braille and Sight Saving School will provide an increase to the institutional official salary range of 7.5 percent and provide institutional official employees an average salary increase of 8.5 percent based on each employee's fiscal year 1992 performance.

E. Merit Contract

All Regent institutions will provide salary policy based on the collective bargaining agreement. The provisions of the contract include:

- \* provide a cost-of-living adjustment of 9.26 percent (compounded)
- \* provide for merit step increases in fiscal year 1992 and fiscal year 1993
- \* provide a \$400 bonus in December of 1992

F. Merit Confidential

All Regent institutions will provide a consistent salary policy to this group. The policy includes:

- \* provide a cost-of-living adjustment of 9.26 percent (compounded)
- \* provide appropriate merit step increases in fiscal year 1992 and fiscal year 1993
- \* provide a \$400 bonus in December of 1992

G. Merit Supervisory

The University of Iowa will provide a 7.5 percent increase to the supervisory pay scale and eligible employees will be awarded merit step increases for fiscal year 1992 and fiscal year 1993. Also, merit supervisory staff will be eligible for meritorious pay increases as provided in Board policy.

Iowa State University will provide an average salary increase of 7.5 percent plus appropriate merit steps.

The University of Northern Iowa will provide a cost-of-living adjustment of 7.5 percent with the potential for merit increase subject to Board approval

The Iowa School for the Deaf did not list this employee classification.

The Iowa Braille and Sight Saving School did not list this employee classification.

Major new funding initiatives appropriated for the fiscal year 1993 budget include:

University of Iowa

Driving Simulator (Special Purpose)	\$ 266,560
Advanced Drug Development (Special Purpose)	\$ 490,000
Center for Biocatalysis and Bioprocessing (Special Purpose)	\$ 991,090

Iowa State University

Agricultural Research	\$2,784,906
Institute for Physical Research & Technology	\$2,928,046
Leopold Center (Special Purpose)	\$ 560,560
Fire Service Institute (Special Purpose)	\$ 389,060
Small Business Development Center (Spec. Purp.)	\$ 971,499

University of Northern Iowa

Enrollment Growth	\$ 800,000
Reuse and Recycling Technology Transfer Center	\$ 239,745

Mr. Richey stated that the preliminary budgets were now obviously out of date in terms of State appropriations available. Institutional officials are uncertain regarding resources they have to deal with.

President Pomerantz stated that the Regents' system of reviewing budgets allows for revisions. They can approve the preliminary budgets at this meeting or defer action until the August meeting when the revised budgets are brought forward.

MOTION: Regent Hatch moved to approve the report on preliminary budgets for fiscal year 1993

subject to revisions to be presented at next month's meeting. Regent Tyrrell seconded the motion.

Regent Berenstein stated that it was important that the Regents get as much input today from institutional officials concerning the budget rather than to try to receive an abundance of information during the telephonic meeting.

VOTE ON THE MOTION:                      The motion carried with Regent Dorr opposed.

(a) University of Iowa. (1) General Education Fund. The Board Office recommended the Board approve the fiscal year 1993 preliminary general education fund budget for the University of Iowa of \$282,485,540.

The proposed general university operating budget of \$282,485,540 represents an increase of \$21,266,662 or 8.14 percent over the fiscal year 1992 revised budget. When compared to the fiscal year 1991 budget, the preliminary fiscal year 1993 budget increases by \$17,141,428 or 6.46 percent.

The budget presented by the University of Iowa includes an estimated salary allocation for the general university of \$17,333,470. The university proposed to expend \$225.4 million on salaries in fiscal year 1993. This represents an increase of \$19.3 million over the fiscal year 1992 revised budget. Since the salary allocation is less than the proposed salary increase, the university will be forced to reallocate approximately \$2 million to implement its salary policy.

University officials requested that the College of Liberal Arts be allowed to put their salary policy into place by September 1. All other colleges will have salary policies implemented by August 1. Due to the extensive time required to develop individual plans as well as the scope of the College of Liberal Arts, the time requested appeared adequate. The salary policies put into place on September 1 will be retroactive to July 1, 1992.

The university did not receive funding for health insurance increases and will have to absorb \$550,000 of health insurance increases in fiscal year 1993.

The university used its strategic plan to guide its decision-making process in developing the fiscal year 1993 budget. The two principal manifestations of that influence were the commitment to protect existing budgets by holding salary increases to levels supportable by available new revenues and a commitment to meet the influx of new first year students with full course availability.

University of Iowa officials indicated that it will increase expenditures for the Iowa Minority Academic Grants for Economic Success program by

\$150,000 in fiscal year 1993. This will bring total expenditures to \$630,000 for the year.

University officials proposed the following line item adjustments for non-salary expenditures for fiscal year 1993 compared to the fiscal year 1992 revised budget:

<u>Item</u>	<u>Dollar Increase/ Decrease</u>	<u>Percentage Change</u>
Professional/Scientific Supplies	(\$481,623)	( 2.69%)
Library Acquisition	102,066	2.02
Rentals	225,000	29.03
Utilities	386,943	2.70
Building Repairs	365,752	20.44
Auditor of State Reimbursements	(127,290)	(54.17)
Equipment	900,000	33.96
Student Aid	1,079,524	9.05

Tuition revenue for fiscal year 1993 is projected to be \$81.7 million. This represents an increase of approximately \$6 million over the fiscal year 1992 revised level. The increase in tuition is a result of the rate increases approved by the Board of Regents for fiscal year 1992 of 7.0 percent for resident students and 9.0 percent for non-resident. Also included within these figures is revenue from surcharges for students enrolled in law, medicine, and the MBA program.

Other non-appropriation and non-tuition revenues are projected to remain constant in fiscal year 1993 at the fiscal year 1992 revised levels.

**MOTION:** Regent Williams moved to approve the fiscal year 1993 preliminary general education fund budget for the University of Iowa of \$282,485,540. Regent Furgerson seconded the motion, and it carried with Regent Dorr opposed.

(a) (2) Statewide Health Service Units. The Board Office recommended the Board (1) Approve the fiscal year 1993 preliminary budgets for the following budget units:

University of Iowa Hospitals and Clinics	\$ 330,535,900
Psychiatric Hospital	14,582,700
Hospital School	7,131,100
Hygienic Laboratory	4,837,700
Specialized Child Health Services	<u>650,000</u>
	\$ 357,737,400

(2) Approve the fiscal year 1993 proposed rate increases as follows:

University of Iowa Hospitals and Clinics	5 percent
Psychiatric Hospital	7 percent
Hospital School	7 percent

The combined preliminary budgets for fiscal year 1993 of the University of Iowa Statewide Health Service Units is \$357,737,400, reflecting an increase of \$33,637,965 or 10.4 percent above the fiscal year 1992 revised budget.

The proposed preliminary operating budget for the University of Iowa Hospitals and Clinics for fiscal year 1993 is \$330,535,900, an increase of \$31,187,300 or 10.4 percent above the fiscal year 1992 revised budget.

Hospital officials requested approval of a 5 percent rate increase.

The preliminary operating budget for the Psychiatric Hospital for fiscal year 1993 is \$14,582,700. This is an increase of \$1,479,900 or 11.3 percent over the fiscal year 1992 revised budget.

Psychiatric Hospital officials requested approval of a 7 percent rate increase.

The preliminary operating budget for the University of Iowa Hospital School for fiscal year 1993 is \$7,131,100, an increase of \$539,700 or 8.2 percent over the fiscal year 1992 revised budget.

Hospital School officials requested approval of a 7 percent rate increase.

The preliminary operating budget for the University of Iowa Hygienic Laboratory for fiscal year 1993 is \$4,837,700, an increase of \$388,600 or 8.7 percent over the fiscal year 1992 revised budget.

The preliminary operating budget for the Specialized Child Health Care Services for fiscal year 1993 is \$650,000. This is an increase of \$42,465 or 7.0 percent over the fiscal year 1992 revised budget.

**MOTION:**

Regent Furgerson moved to (1) approve the fiscal year 1993 preliminary budgets for the budget units presented and (2) approve the fiscal year 1993 proposed rate increases, as presented. Regent Hatch seconded the motion, and it carried with Regent Dorr opposed.

Regent Dorr stated that the institutional budgets reflect a fair amount of extra new money, approximately \$50 million. He was concerned about the

growth in budgets for Professional and Scientific staff salaries and for the supplies and services line item. With regard to the overall salary structure in some of these areas there appears to be satisfactory 2-year growth. He said he has not had all that long to go through the budget information. He wanted to know more about the increase in budgeted amounts for those two items. He also questioned the meager amounts budgeted for deferred maintenance. He stated that his comments were made out of frustration from not having a lot more detail than what was presented.

President Pomerantz stated that during the course of the meeting he has asked for comments on the individual docket items. He noted that these budgets were preliminary. There is still plenty of opportunity to get further detail of the individual budgets. As the Regents develop questions over the next month those questions can be asked through the Board Office or at the telephonic meeting. He said the issue around the increase in the budget indicates that the State of Iowa has a commitment to higher education that should be recognized. The Regents have total access to the Board Office staff for analysis of individual budgets. That is the system that has been used for a long time.

President Rawlings stated that when institutional officials come to the Board next month with revised budgets, they will highlight some of the changes and will be prepared to discuss any items the Regents would like discussed.

Mr. Richey stated that what really escalates the average Professional and Scientific salaries and supplies increase is the 12 percent increase for University of Iowa Hospitals and Clinics.

Regent Dorr noted that the aggregate numbers do not indicate that.

(a) (3) Oakdale Campus. The Board Office recommended the Board approve the preliminary budget for fiscal year 1993 of \$3,492,028 for the University of Iowa Oakdale Campus.

The Oakdale Campus preliminary budget for fiscal year 1993 is \$3,492,028, or an increase of \$110,259 from the revised fiscal year 1992 budget.

The Oakdale Campus State appropriation increased by \$183,306 from the fiscal year 1992 revised appropriation.

The Oakdale Campus mission is to provide a working environment to stimulate research and convert research activities to private use.

The Oakdale Campus includes the University Hygienic Lab, the Center for Advanced Studies, and the Technology Innovation and Small Business Development Centers.

Mr. Richey stated that the Oakdale Campus budget was up about 3.8 percent overall at this point.

**MOTION:**

Regent Williams moved to approve the preliminary budget for fiscal year 1993 of \$3,492,028 for the University of Iowa Oakdale Campus. Regent Furgerson seconded the motion, and it carried with Regent Dorr opposed.

(a) (4) Family Practice Program. The Board Office recommended the Board approve the fiscal year 1993 preliminary budget of \$1,804,486 for the Family Practice Program.

The fiscal year 1993 preliminary budget is \$1,804,486 for the Family Practice Program. This is an increase of \$88,846 over the fiscal year 1992 revised budget.

The Family Practice Program will increase expenditures for salaries by \$92,062 and decrease expenditures for professional and scientific supplies by \$3,216 from the fiscal year 1992 revised budget.

The Family Practice Program's mission is to provide community-based training for family practice residency programs.

Mr. Richey stated that the purpose of the family practice program was to encourage production of residents and family practitioners throughout the state of Iowa. The proposed budget was about 10 percent of the cost of the program. The rest of the cost is borne by the hospitals, etc.

**MOTION:**

Regent Hatch moved to approve the fiscal year 1993 preliminary budget of \$1,804,486 for the Family Practice Program. Regent Berenstein seconded the motion, and it carried unanimously.

(b) Iowa State University. The Board Office recommended the Board (1) approve the Iowa State University general university preliminary operating budget for fiscal year 1993 of \$227,350,906, (2) approve the Iowa State University Agriculture and Home Economics Experiment Station preliminary operating budget for fiscal year 1993 of \$28,964,439, (3) approve the Iowa State University Cooperative Extension preliminary operating budget for fiscal year 1993 of \$25,516,794, and (4) approve the Iowa State University Institute for Physical Research and Technology preliminary operating budget for fiscal year 1993 of \$3,215,733.

The proposed general university operating budget of \$227.4 million for fiscal year 1993 represents an increase of approximately \$18.7 million or

9.0 percent from the fiscal year 1992 revised budget. When compared to the fiscal year 1991 actual budget, Iowa State University's preliminary budget for fiscal year 1993 increased by 6.3 percent, or \$13.5 million.

The preliminary general university operating budget for fiscal year 1993 includes an estimated salary allocation of \$13,903,186.

Graduate assistant salary increases will be slightly lower than 7.0 percent due to a substantial increase in the health care coverage for this class of employees.

The strategic plan provided the overall guidance for allocations as the university prepared the preliminary budget.

University officials identified \$7.7 million to be used for new initiatives from increased revenue sources and through internal reallocations. These funds will be used to implement the following strategic plan goals:

- \* foster an intellectually stimulating campus environment
- \* develop an outstanding undergraduate program
- \* achieve outstanding graduate/professional and research programs
- \* provide outstanding extension programs and other outreach efforts
- \* establish national stature in the effective use, integration, and understanding of technology

The university received an appropriation of \$2.8 million for agricultural research. These funds are in addition to current funds and will allow the university to address challenges that face Iowa's agricultural sector including increased international competition in agricultural markets, changing government programs, protecting the environment and human health, and job creation and increasing economic activity in rural as well as urban centers.

University officials indicated that it will increase expenditures for child care by \$50,000 in fiscal year 1993. This will result in total expenditures of approximately \$106,000 in fiscal year 1993.

University officials indicated that it will increase expenditures for its diversity plan by \$550,000 to foster an intellectually stimulating environment. The Iowa Minority Academic Grants for Economic Success program is included in this initiative.

University officials plan to increase expenditures for library acquisitions by \$215,000 in fiscal year 1993. This represents a 5.4 percent increase over the revised fiscal year 1992 budget allocation for this item.

University officials project tuition income to be \$71.3 million for fiscal year 1993. This represents an increase of \$6.7 million or 10.4 percent over the fiscal year 1992 revised tuition amount. The increase is a result of the 7.0 percent increase for resident and non-resident students and an increase in the projection of non-resident students for the fall of 1992.

The result of the tuition revenue increase is an increase in student aid of \$1.6 million from the revised fiscal year 1992 level.

The preliminary operating budget for the Agricultural and Home Economics Experiment Station for fiscal year 1993 is \$29,000,000 which represents an increase of \$4.47 million or 18.3 percent. When compared to the fiscal year 1991 actual budget, the preliminary fiscal year 1993 budget increases by \$2.77 million or 10.6 percent. This budget includes the \$2.8 million increase for agriculture research and includes an estimated salary allocation of \$1,605,449.

The preliminary operating budget for the Cooperative Extension Service for fiscal year 1993 is \$25.5 million which represents an increase of \$1.9 million or 8.1 percent. When compared to the fiscal year 1991 actual budget, the preliminary fiscal year 1993 budget represents an increase of \$1.4 million or 5.7 percent.

The preliminary operating budget for the Institute for Physical Research and Technology is \$3,215,733. University officials established the Institute for Physical Research and Technology as an individual budget unit for the first time in fiscal year 1993. The Institute for Physical Research and Technology received appropriations in fiscal year 1992 of \$287,687 and in fiscal year 1991 of \$287,000.

The budgets for the resident systems, the athletic department, and special purpose appropriations will be presented to the Board at the August meeting.

President Jischke stated that Iowa State University's additional funds will come from increased tuition revenues and indirect cost recovery. Those funds will be invested according to the Iowa State University strategic plan. He estimated that roughly 20 percent of the new money will be applied to building repair and maintenance. He noted that Iowa State University has absorbed 6 to 7 budget cuts and reversion over the last year. The Regents would be provided next month with a more accurate report of how university officials are trying to build the infrastructure for academic programs. The highest priority for strengthening undergraduate programs takes 40 percent of the money.

Regent Dorr referred to the Iowa State University extension program, noting that it has experienced a fairly large reorganization effort yet the budget indicates that revenues are up 8 percent, and salaries are up 11 percent and

11.4 percent. He asked where the gains were realized as a result of the reorganization of the extension program.

President Jischke responded that reorganization of field staff reallocated \$1.4 million. Part of that \$1.4 million covers the budget cuts. Another piece of the \$1.4 million is applied to the supplies and services budget that has been gutted over the last 2 years. University officials are also trying to meet the salary targets. He noted that assignments of faculty are being changed to retarget extension into higher priority areas.

Mr. Richey noted that the figures the Board would be presented with next month on the cooperative extension program would change more because of the affect of reorganization. Uncertainty at this point causes university officials to present the budget in a conservative manner.

**MOTION:**

Regent Williams moved to approve the Iowa State University general university preliminary operating budget for fiscal year 1993 of \$227,350,906, (2) approve the Iowa State University Agriculture and Home Economics Experiment Station preliminary operating budget for fiscal year 1993 of \$28,964,439, (3) approve the Iowa State University Cooperative Extension preliminary operating budget for fiscal year 1993 of \$25,516,794, and (4) approve the Iowa State University Institute for Physical Research and Technology preliminary operating budget for fiscal year 1993 of \$3,215,733. Regent Furgerson seconded the motion, and it carried unanimously.

(c) University of Northern Iowa. The Board Office recommended the Board approve the fiscal year 1993 preliminary operating budget of \$91,796,139 for the University of Northern Iowa.

University of Northern Iowa officials proposed a budget for fiscal year 1993 of \$91,796,139. This is an increase of 14.4 percent or \$11.6 million from the fiscal year 1992 revised budget. When compared to the fiscal year 1991 actual budget; the fiscal year 1993 proposed budget increases by 12.4 percent or \$10.1 million.

The preliminary budget presented by the University of Northern Iowa includes an estimated salary allocation of \$8,534,969.

The university did not receive funding for health insurance increases for fiscal year 1993 and will have to absorb costs of approximately \$200,000 from internal reallocations.

The Board of Regents had requested \$3,000,000 for enrollment growth for the University of Northern Iowa. The final allocation available for this purpose amounted to \$800,000 after the 2.0 percent across-the-board reduction for fiscal year 1993.

University officials proposed to fund child care services at the fiscal year 1992 level of \$60,000.

University officials proposed to increase expenditures for the Iowa Minority Academic Grants for Economic Success (IMAGES) by \$35,000 to bring the total expenditure to \$275,000 for fiscal year 1993.

The university received an appropriation of \$239,745 for the Recycling and Reuse Technology Transfer Center.

The tuition revenue for fiscal year 1993 is estimated to be \$24.9 million by the university. This represents an increase of \$1.5 million or 6.4 percent. This estimate includes adjustments to enrollment and incorporates the Board of Regents' approved rate increases for fiscal year 1993.

University officials project its fall 1992 enrollment at 13,200 students.

The increased tuition revenue will be earmarked for improvement of the instructional and student services as directed by the Board of Regents in November 1991.

President Curris referred to the chart contained on page 3 of the Board Office memorandum for this docket item. He stated that aside from the allotment from the salary increase pool, the University of Northern Iowa has two other sources of new revenue: \$800,000 for enrollment growth and additional tuition funds. University officials tried to channel resources exactly from where they came. The budget will have to be revised downward because of the final salary increase figures from the Department of Management. He said the general tone will prevail in the area of salaries. The budgeted salary figure reflects salary increases and the new faculty positions. With reference to Professional and Scientific staff salaries and supplies and library acquisitions, he said the figures probably will be revised downward. Everything else will be held relatively constant. In the area of utilities, the university has experienced a \$100,000 reallocation. He noted that the docket memorandum provided great detail of the university's budget information.

Regent Hatch questioned whether the average increase of 10.5 percent for faculty from fiscal year 1991 is the arbitrator's decision. President Curris responded affirmatively.

Regent Hatch asked if that percentage includes fringes. President Curris responded negatively.

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Regent Hatch questioned whether the arbitrator's decision addressed fringes. President Curris responded that everything was agreed to in the contract except the one section regarding salaries and fringe benefits. There was no fact finding so there was no third option. United Faculty received 5 percent and 5.5 percent plus normal increases in fringe benefits.

Regent Hatch stated that for K-12 school districts all over the state those salary increase percentages include fringe benefits. She said it would be very wise for the Regents to start including fringe benefits in their salary calculations. She then asked if the legislature fully funded fringe benefits of United Faculty.

President Curris responded negatively.

President Pomerantz said they could not tell today because they do not know what the attrition rate will be. If they assume the current work force will be there for 12 months then they are not fully funded.

Regent Hatch said the Regents were being extraordinarily generous in the way the salary increases are calculated.

President Pomerantz noted that the salary increases were not just for this year. The theory is that if they have a shortfall they can reallocate to cover salaries. The Regents said this year that they have reallocated 5 times. Whatever dollars they get for salaries will be paid out in salaries but they will not assume any reallocation because they do not have the funds to reallocate. The Regents will have to pay the contract workers what their obligation under the law is. To the degree they have less money for the non-contract workers, those workers will not get the targeted 7.5 percent. The Regents do not intend to reduce the work force; therefore, they will either reallocate more or make up the difference in future years.

President Curris said he was disturbed about the publicizing of figures indicating a certain amount of salary increase, whether it is for unorganized faculty or Professional and Scientific staff. When the dollars do not match what they read was passed by the legislature, the criticism comes to rest on the universities and the Regents. He asked to set the record that it is a hoax for legislators to give an amount of increase and then not to fund it. The blame should not fall on the universities and the Regents. They have to say how much money was there and what happened in the final bill that passed. The amount appropriated was decreased \$5 million over what was appropriated in the first salary bill. There was a conscious decision to significantly underfund the salary bill. Expectations were set and money was not provided. He said the responsibility should fall where it belongs. He appreciated President Pomerantz' comment, stating that he agreed the Regents have a tradition of trying to keep organized and non-organized employees at the same salary policy.

Regent Dorr said the comments are on target except perhaps that there is a deeper reason for the "hoax". With regard to higher education appropriations, legislators probably would not give it less funding than what the pressure implies. The taxpayers are under a great burden concerning the current level of taxation. There is a level of dishonesty between the Regents and legislators and all wanting to serve two "masters".

President Pomerantz stated that another clarifying concept about State government says they have more people than needed to perform their duties. Therefore, with regard to the dollars appropriated, the logic says if they have more people then they either reduce the number of people to the dollars appropriated or give lesser salary increases. The Regents have chosen not to further reduce staff size. They reduced their numbers a few years ago. He would rather give less of an increase than reduce the number of staff. He cautioned that should not be misinterpreted. The Regents have a complement of people that is about the right number. That philosophy will put more emphasis on the strategic planning process and review of programs and services to continue to narrow their focus to a focus that gives quality objectives. He stated that given the dramatic budget problems of the Regents, the Regent institutions were treated fairly by the legislature, given the total environment. On balance they should feel very good. At the end of the day they came out very well. He said they should understand that the option finally given to them was a whole lot better than it would have been with no salary dollars appropriated.

Regent Berenstein asked if President Pomerantz had just said that the Regents made a conscious effort not to eliminate staff but to adopt a lesser salary increase in order to keep people working. President Pomerantz acknowledged that he had said that the Regents elected to have a lesser increase and to keep more people employed. He said there is a strategic planning process that deals with program reduction. There will be an ongoing application of the strategic planning process. The Regents reallocate people and their services all the time.

Regent Berenstein stated that if that is the case then there was no hoax or dishonesty. Either they were duped or they were not. He did not want citizens to think there was a hoax.

Regent Hatch asked if the 7.5 percent was calculated on a fewer number of employees than they have currently and, therefore, they were given the choice of either giving a 7.5 percent salary increase or cutting employees.

Regent Berenstein said the Regents made that decision.

Regent Tyrrell asked where the legislature got the figure of less employees. President Pomerantz responded that it was part of the negotiation.

**MOTION:** Regent Williams moved to approve the fiscal year 1993 preliminary operating budget of \$91,796,139 for the University of Northern Iowa. Regent Hatch seconded the motion, and it carried unanimously.

(d) Iowa School for the Deaf. The Board Office recommended the Board approve the fiscal year 1993 preliminary budget of \$6,394,367 for the Iowa School for the Deaf.

Iowa School for the Deaf officials proposed a budget for fiscal year 1993 of \$6,394,367. This is an increase of 7.26 percent or \$433,055 from the fiscal year 1992 revised budget.

Compared to the fiscal year 1991 actual budget, the Iowa School for the Deaf's fiscal year 1993 budget increased by 1.7 percent or \$106,612.

The preliminary budget includes an estimated salary allocation of \$514,912 for all employees.

The Iowa School for the Deaf did not receive funding for health or dental insurance increases and will be forced to absorb these increases through a combination of shrinkage and internal reallocations. Unfunded health insurance costs amount to \$32,179 for the Iowa School for the Deaf.

School officials proposed to decrease non-salary expenditures by \$160,279 compared to the fiscal year 1992 revised budget. The majority of these reductions will be incurred in building repairs (\$111,231) and equipment purchases (\$83,576). These decreases are offset by slight increases in professional and scientific supplies, library acquisitions, utilities and auditor of state reimbursements.

Appropriations are approximately 96 percent of all school revenues. The appropriated funds are expected to increase by \$439,605 or 7.71 percent over the fiscal year 1992 revised appropriation. Other sources of revenues are decreased by approximately \$6,500 in the aggregate.

Superintendent Johnson stated that the Iowa School for the Deaf budget, like the others, will be revised next month.

**MOTION:** Regent Fitzgibbon moved to approve the fiscal year 1993 preliminary budget of \$6,394,367 for the Iowa School for the Deaf. Regent Berenstein seconded the motion, and it carried unanimously.

(e) Iowa Braille and Sight Saving School. The Board Office recommended the Board approve the fiscal year 1993 preliminary budget of \$3,669,295 for the Iowa Braille and Sight Saving School.

Iowa Braille and Sight Saving School officials proposed a budget for fiscal year 1993 of \$3,669,295. This is an increase of 10.38 percent or \$345,080 from the fiscal year 1992 revised budget.

Compared to the fiscal year 1991 actual budget, the Iowa Braille and Sight Saving School fiscal year 1993 budget will increase by 2.0 percent or \$71,797.

The preliminary budget provided by the Iowa Braille and Sight Saving School includes an estimated salary allocation of \$348,523 for all employees.

The non-salary expenditures budgeted for fiscal year 1993 are projected to decrease by approximately \$3,300 compared to the fiscal year 1992 revised budget. Iowa Braille and Sight Saving School officials anticipate increasing expenditures for professional and scientific supplies (\$10,897), library acquisitions (\$1,014), and utilities (\$18,000) while reducing expenditures for building repairs (-\$14,991), auditor of state reimbursements (-\$7,100) and equipment purchases (-\$11,263).

Iowa Braille and Sight Saving School officials are undertaking an internal review to identify possible reorganizations which would allow savings to be experienced to allow for increases in non-salary expenditures. The details of this review will be provided at the August Board meeting.

Appropriations are approximately 95 percent of all school revenue in the general operating fund. State appropriations are expected to increase by \$338,933 or 10.77 percent compared to the fiscal year 1992 revised appropriation. Other non-appropriation revenues are anticipated to increase approximately \$6,100 in the aggregate.

Superintendent Thurman stated that the budget would be revised. He noted that focusing strictly on the fiscal aspect is one dimensional. When they talk about money loss they are talking about the loss of personnel to guarantee success of the school, and that makes it a multidimensional process. They should make decisions based on human needs not just fiscal needs.

**MOTION:**

Regent Fitzgibbon moved to approve the fiscal year 1993 preliminary budget of \$3,669,295 for the Iowa Braille and Sight Saving School. Regent Williams seconded the motion, and it carried unanimously.

**BOARD OFFICE, FISCAL YEAR 1993. (a) Operations.** The Board Office recommended the Board receive the report on the status of the budget for fiscal year 1992 and approve proposed preliminary budget for fiscal year 1993 of \$1,097,534.

The estimated expenditures for fiscal year 1992 of \$1,069,082 are net of reductions in appropriations of \$45,634 during that year. Expenditures for fiscal year 1992 were \$86,762 below actual expenditures of fiscal year 1991. The reduction was made necessary because of legislative elimination of a major position in the office and deappropriations.

The base appropriation for fiscal year 1993 was further reduced by the elimination of the position at \$50,000 and by the 2 percent across-the-board reduction of \$20,500. A professional position in the Business and Finance Unit was eliminated. The staffing level in the Business and Finance Unit has thus been reduced by two full-time professional positions during the past year, leaving only a director and an assistant director to assist in carrying out the Board's oversight of approximately \$1.7 billion annually.

The salary adjustment fund allocation to the Board Office is estimated at \$78,034 based on State salary policies. The salary policies for the professional staff of the Board Office are established specifically in the appropriations act and they are similar to those of the rest of State government rather than to other Board of Regents employees. Those policies call for a mandated 7.5 percent increase in the pay grades for the professional employees in the office.

The salary of the Executive Director is established in a salary range specified in the legislation. The specific salary within the range is established by the Governor. The increase in the salary range containing the position of the Executive Director was approximately 5 percent in fiscal year 1993. The legislation provides that the Governor can increase the salary of a department head by no more than 5 percent. The current salary is \$95,052. The statutory maximum for FY 1993 is \$99,804.

The specific line-item salaries for individual Board Office employees will be presented to the Board of Regents as soon as the allocation from the salary adjustment fund by the Department of Management is known. Salaries of Merit System employees will be proposed in accordance with the pay plan and policies approved by the Board for those employees and on the basis of performance. Salary increases for professional staff in the office will be proposed in accordance with the pay plan mandated in the appropriation legislation and approved by the Board. Salary increases for those employees will be based on performance.

The elimination of the position in Business and Finance during the legislative session presents serious problems for the Board and for the institutions. Reorganization of the unit is required. It appears that creation of an interinstitutional facilities officer, financed by the institutions, will be necessary. The estimated cost of the position will be around \$72,500. The Board of Regents and the institutions have responsibilities for more than 25 million square feet of space. The value

of those buildings and facilities is well above \$2.5 billion. Appropriate stewardship of this area of responsibility must be maintained. Appropriate staffing is required to do it. A specific proposal will be presented to the Board as soon as the salary adjustment allocation is known. The issue will be included on the docket for the August Board meeting.

The proposed preliminary budget for other operating expenditures of \$170,500 for fiscal 1993 is below the projected level of fiscal year 1992 and the actual level of fiscal year 1991. Severe measures will be taken to control those expenditures, especially in the areas of printing, communications, and travel. The proposed preliminary budget includes only \$3,000 for office equipment. It will be used immediately to provide essential computer support for the Director of Strategic Planning.

The proposed budget includes a significant increase in miscellaneous receipts. This category includes reimbursements from the institutions and other agencies for attributable expenditures. These items include telephone expense for the legislative liaisons, collective bargaining expense for upcoming negotiations, and certain printing costs.

The proposed Board Office budget would require salary savings of \$7,800 on an already severely constricted budget for personnel services. The projected staff complement of the office of 15.6 full-time equivalent positions is about 75 percent of the authorized level for fiscal year 1991. The actual number of full-time equivalent positions utilized in FY 1991 was 19.1.

Mr. Richey stated that staffing of the Board Office, based on legislative action, has been reduced by more than 25 percent in the past 3 to 4 years. He said this reduction affected the Board Office's ability to staff for the Board's governance responsibilities. He said it was very regrettable that the universities will be requested to assist in governance by the financing of an interinstitutional facilities officer position.

**MOTION:**

Regent Dorr moved to receive the report on the status of the budget for fiscal year 1992 and approve proposed preliminary budget for fiscal year 1993 of \$1,097,534. Regent Fitzgibbon seconded the motion, and it carried unanimously.

(b) Proposed Budgets for the Graduate Study Centers. The Board Office recommended the Board (1) approve the distribution of the Quad-Cities Graduate Center's appropriation of \$142,100 for fiscal year 1993, (2) approve the distribution of the Tri-State Graduate Center's appropriation of \$66,640 for fiscal year 1993, and (3) approve the distribution of the Southwest Iowa Resource Center of \$66,640 for fiscal year 1993.

Each year funds are appropriated to the Board of Regents for distribution to the Quad-Cities Graduate Center, the Tri-State Graduate Center and the Southwest Iowa Resource Center.

The Quad-Cities Graduate Center's appropriation for fiscal year 1993 is \$142,100. The Center also receives revenues from Illinois, which are anticipated to be \$151,000 for fiscal year 1993, and from generated sales and service estimated to be \$17,000 for a total budget of \$310,000.

The Tri-State Graduate Center's appropriation for fiscal year 1993 is \$66,400. The Tri-State Graduate Center anticipates receiving \$10,000 from the State of South Dakota, no funding from the State of Nebraska, and approximately \$40,000 from local support for a total budget of \$116,400.

The Southwest Iowa Resource Center's appropriation for fiscal year 1993 is \$66,640. The Southwest Iowa Resource Center is supported solely by Iowa contributions.

Regent Berenstein stated that when the Southwest Iowa Resource Center was created it was on a trial basis in order to determine if there was a need. He asked what evaluation had been made as to whether there was a need and whether the center was duplicative with the Tri-State Graduate Study Center.

Director Barak stated that the center was established on the basis that it would be a pilot project to run for 3 years. The last time he discussed the center with the center's officials he raised the question of duplication with the Tri-State Center. Southwest Iowa Resource Center officials informed him that the center serves the local community in Southwest Iowa. Dr. Barak noted that the center seems to be doing well initially although it is experiencing staffing problems due to a budget shortfall.

Superintendent Johnson stated that the people in Southwest Iowa appreciate the resource center being there. What he has seen and heard is that there is a real need for it.

Regent Hatch asked when the pilot project is over. Director Barak responded that it had one more year.

**MOTION:**

Regent Williams moved to (1) approve the distribution of the Quad-Cities Graduate Center's appropriation of \$142,100 for fiscal year 1993, (2) approve the distribution of the Tri-State Graduate Center's appropriation of \$66,640 for fiscal year 1993, and (3) approve the distribution of the Southwest Iowa Resource Center of \$66,640 for fiscal year 1993. Regent Furgerson seconded the motion, and it carried unanimously.

(c) Tuition Replacement Appropriations. The Board Office recommended the Board authorize the expenditure of the tuition replacement appropriation of up to \$22,468,460 for fiscal year 1993.

The Board of Regents received an appropriation of \$22,468,460 for tuition replacement in fiscal year 1993.

These funds are appropriated each year to the Board of Regents to reimburse the universities for tuition revenues dedicated to pay debt service on outstanding building revenue bonds.

The Board Office in conjunction with the Regent's financial advisor and Regent institutional administrators will determine the appropriate distribution by campus and report these figures to the Board at its August meeting.

Regent Dorr asked if there was any possibility that the tuition replacement appropriation would not be adequate. Mr. Richey responded that it was certainly possible. He said a report would be presented to the Banking Committee in September.

**MOTION:** Regent Berenstein moved to authorize the expenditure of the tuition replacement appropriation of up to \$22,468,460 for fiscal year 1993. Regent Dorr seconded the motion, and it carried unanimously.

**CAPITAL PROGRAMS FOR FISCAL YEAR 1993.** The Board Office recommended the Board receive the report on the Regent fiscal year 1993 capital programs.

Regent institutional officials presented reports on the anticipated capital projects they expect to initiate in fiscal year 1993, along with status reports on the major capital projects currently underway.

There are 38 anticipated projects, totaling more than \$136 million, distributed as follows:

	<u># of Projects</u>	<u>Estimated Total Cost</u>
University of Iowa		
Univ. Hospitals & Clinics	16	\$13,911,530
General University	14	18,400,000*
Iowa State University	4	90,200,000
University of Northern Iowa	2	13,800,000
Iowa School for the Deaf	2	150,000
Iowa Braille & Sight Saving School	<u>0</u>	<u>0</u>
Regent Total	38	\$136,461,530

\* Does not include some projects whose costs have yet to be determined.

There are four general types of projects on the list:

* New Facilities	9 projects	\$103.6 million
* Repair, Remodeling, or Renovation	19 projects	\$16.2 million
* Utilities	7 projects	\$9.6 million
* Energy Management and Conservation	3 projects	\$7.0 million

The financing of some projects is uncertain and subject to change. All projects are contingent upon obtaining the needed funds and may be altered, delayed, or dropped as circumstances change.

No direct capital appropriations were made to the Regents during the 1992 legislative session, and no additional authorization for academic revenue bonding was granted.

Bonding authorization for energy conservation projects was granted by House File 2465 for projects whose energy costs savings will allow project cost recovery within an average of six years. The anticipated energy conservation projects may be able to take advantage of the provisions of House File 2465.

Other anticipated projects will rely on funding from a variety of sources: self-generated funds, building renewal funds, utility enterprise funds, dormitory improvement reserves, federal funds, private gifts, investment income, funds from previous bond issues, and possible future State appropriations.

All projects at the University of Iowa Hospitals and Clinics are contingent upon the availability of self-generated funds from the Hospitals and Clinics.

The Hospitals and Clinics anticipated initiating 3 new facilities at an estimated cost of \$2.1 million: (1) Development of Radiology Faculty Offices, (2) Completion of Main Entrance Lobby Shell, and (3) Development of Warehousing Support Facility.

The most expensive single project is the new Innovative Teaching and Research Building for Engineering at Iowa State University at \$58 million, half of which would be paid out of State funds and half from a combination of federal and private funds.

Planning for the \$12.2 million Recreation and Wellness Center at the University of Northern Iowa, the Regents' number one priority for new buildings, is expected to begin in fiscal year 1993.

Repair and renovation projects include the renovation of Hancher Auditorium (\$2.5 million) at the University of Iowa, and the remodeling of 19,000 square feet of the Commons at the University of Northern Iowa.

Four of the 7 anticipated utility projects are at the University of Iowa; 3 of these 4 deal with chilled water, and a fourth is actually a combination of a number of smaller projects whose costs have not yet been determined.

Energy conservation projects include a possible remodeling of Iowa State University's College of Veterinary Medicine which has an energy cost of \$2.51 per square foot versus the campus average of \$.74 per square foot.

The Regent universities generally report satisfactory progress on major ongoing capital projects, including the Fire Safety Deficiencies Correction and Deferred Maintenance/Utility Infrastructure projects that were funded by academic revenue bonds issued in fiscal years 1991 and 1992.

Director Smith stated that Table 1 on page 4 of the docket memorandum provided an excellent summary. He noted that all projects were contingent upon funding.

Mr. Richey stated that this would be back before the Board in August.

Regent Dorr asked for the purpose of this report. Mr. Richey responded that it was informational in order to alert the Regents to what projects will be forthcoming.

Interim Vice President True discussed the University of Iowa's Pharmacy Building Addition project. He said the construction planning has now been completed due to a combination of private resources. University officials are very pleased that the planning portion of this project is done.

President Jischke referred to the Innovative Teaching and Research Building for Engineering at Iowa State University. He said the \$58 million phased project combines state, federal and private funds. It will be one-half funded by federal and private funds, and the other one-half will be funded by State funds. University officials hope to soon begin receiving funding from the Federal Aviation Administration (FAA). The program will allow the university to capitalize on efforts to change ways engineering education is taught. National funding will be provided in part by the National Science Foundation. Awards of funding from FAA require dollar-for-dollar matching funds. University officials hope to receive State support for the educational component of this project.

Regent Tyrrell asked if the private funding was assured at this time. President Jischke responded that of the \$14 million identified roughly one-half is private dollars. At this time they have enough private funds to match the early federal appropriations. In the future they will need the State's commitment. He said he did not want anyone to be surprised in the future when university officials make the request for State funding for this project.

Regent Tyrrell asked whether legislators were familiar with this project. President Jischke responded negatively, stating that he wanted to let the Board of Regents know first.

President Pomerantz suggested that Iowa State University officials proceed with informing the legislature about this project.

**ACTION:** President Pomerantz stated the Board received the report on the Regent fiscal year 1993 capital programs, by general consent.

**INSTITUTIONAL ROADS PROGRAM, 1993-1998.** The Board Office recommended the Board (1) approve the recommended 1993 Institutional Roads Program totaling \$1,140,000 for maintenance, reconstruction, and improvement projects; (2) approve the recommended Five-Year Institutional Roads Program, 1994-1998, totaling \$5,693,000 for maintenance, reconstruction, and improvement projects; (3) receive the list of identified, unfunded institutional road needs at the Regent institutions totaling \$14,126,000; and (4) request the Regent institutions prepare detailed 20-year institutional roads need projections, including the list of currently identified, unfunded needs, and forward the projections to the Department of Transportation for inclusion in the next Quadrennial Need Study.

Funds for the maintenance, reconstruction, and improvement of the roads and streets at the Regent institutions come from the State Park and Institutional Roads Program.

The recommended 1993 program for the maintenance, reconstruction, and improvement of the Regent institutional roads is comprised as follows:

University of Iowa	\$ 446,000
Iowa State University	\$ 465,000
University of Northern Iowa	\$ 229,000
Iowa School for the Deaf	\$ 0
Iowa Braille and Sight Saving School	\$ 0
Overall Total	\$1,140,000

The 1993 program includes 1 improvement project at the University of Iowa, 1 improvement and 2 reconstruction projects at Iowa State University, and 2 reconstruction projects at the University of Northern Iowa.

The recommended Five-Year Institutional Roads Program, 1994-1998 is comprised as follows:

University of Iowa	\$2,274,000
Iowa State University	\$2,268,000
University of Northern Iowa	\$1,151,000
Iowa School for the Deaf	\$ 0
Iowa Braille and Sight Saving School	\$ 0
Total	\$5,693,000

The Five-Year Program includes 8 major reconstruction and improvement projects at the University of Iowa, 6 projects at Iowa State University, and 8 projects at the University of Northern Iowa. Twenty-nine other identified, unfunded institutional roads projects, totaling \$14,126,000, are distributed as follows:

University of Iowa	\$2,398,000
Iowa State University	\$9,851,000
University of Northern Iowa	<u>\$1,877,000</u>
Total	\$14,126,000

The special schools reported no unmet institutional road needs at this time.

It was recommended that the Regent institutions prepare 20-year projections of institutional road needs for inclusion in the Department of Transportation's next Quadrennial Need Study to ensure that the Regents receive an equitable share of the State Park and Institutional Roads funds in the future.

Regent Berenstein asked if money had been allocated for the roads program. Director Smith responded that State money had been allocated.

**MOTION:**

Regent Williams moved to (1) approve the recommended 1993 Institutional Roads Program totaling \$1,140,000 for maintenance, reconstruction, and improvement projects; (2) approve the recommended Five-Year Institutional Roads Program, 1994-1998, totaling \$5,693,000 for maintenance, reconstruction, and improvement projects; (3) receive the list of identified, unfunded institutional road needs at the Regent institutions totaling \$14,126,000; and (4) request the Regent institutions prepare detailed 20-year institutional roads need projections, including the list of currently identified, unfunded needs, and forward the projections to the Department of Transportation for inclusion in the next Quadrennial Need Study. Regent Johnson seconded the motion, and it carried unanimously.

**ANNUAL REPORT ON EARLY AND PHASED RETIREMENT.** The Board Office recommended that the Board (1) receive reports from the institutions on the operation of the PHASED RETIREMENT program in 1991-92, (2) receive reports from the institutions on the operation of the EARLY RETIREMENT program in 1991-92, and (3) establish a present value rate of 3.96 percent for lump sum payout under the EARLY RETIREMENT program for fiscal year 1993.

The PHASED and EARLY RETIREMENT programs in effect during the period of these reports expired on June 30, 1992. Modified programs were approved by the Board in April 1992. These programs will remain in effect through June 30, 1997. The new programs have the same requirements for annual reports to the Board.

PHASED RETIREMENT programs for university faculty were first approved by the Board in 1982 and were subsequently extended to all faculty and staff.

In fiscal year 1992, fifteen faculty, professional and scientific and merit system employees at the three universities were new entrants into the PHASED RETIREMENT. The total cost of incentives provided under the program was \$230,927. The amount of released funds was \$699,323. Released funds were available for staff replacement and transfer to other areas of need.

Effective July 1, 1986, the Board approved an EARLY RETIREMENT program for faculty and professional and scientific staff at Regent institutions. Beginning July 1, 1990, employees in the Regents Merit System were eligible to participate in the EARLY RETIREMENT PROGRAM.

In fiscal year 1992, 323 faculty and staff members at the five institutions participated in the EARLY RETIREMENT program which is an increase over fiscal year 1991 when there were 262 participants. This is felt to be due to both the eligibility of Merit System employees and the fact that the program as structured terminated June 30, 1992.

The institutions report that program participation by these individuals released \$53.8 million in salary obligations in future years. These released funds will be offset by staff replacements.

Lump sum payments to participants in the EARLY RETIREMENT program are discounted. For fiscal year 1992, the Board approved a present value discount rate of 5.7 percent. The recommended rate of 3.96 percent for fiscal year 1993 represents an average of current rates earned on 90-day and one-year Treasury Bills.

Regent Williams stated that the Regents' phased and early retirement programs were established as options for the universities to use when they felt they would gain some advantage from it. She was concerned that sometimes employees who are close to retirement are informed that they can participate in a retirement program. Some colleges choose not to participate for a variety of reasons. They need to be very careful to make sure they are not guaranteeing employees that they have a right to participate in a retirement program. The universities' responsibility is to make sure they have a fairly uniform policy on who can participate and who cannot. She said she has a hard time, as a Regent, explaining the process to an employee who is solicited to take advantage of a retirement program and then is told that they cannot participate in it.

Mr. Richey stated that the Board Office would follow up on Regent Williams' concern.

**MOTION:** Regent Furgerson moved to (1) receive reports from the institutions on the operation of the PHASED RETIREMENT program in 1991-92, (2) receive reports from the institutions on the operation of the EARLY RETIREMENT program in 1991-92, and (3) establish a present value rate of 3.96 percent for lump sum payout under the EARLY RETIREMENT program for fiscal year 1993. Regent Tyrrell seconded the motion, and it carried unanimously.

**BOARD OFFICE PERSONNEL TRANSACTIONS.** The Board Office stated there were no personnel transactions during the last month.

**REVISION OF CONSTRUCTION DOCUMENTS.** The Board Office recommended the Board receive the report.

In February 1976 the Board accepted the first edition of the State Board of Regents uniform construction contract documents. These documents were developed by an interinstitutional committee and were coordinated with the American Institute of Architects (AIA) standard construction documents.

In 1987 a revised edition of the AIA general conditions of the contract was published. The interinstitutional committee again met to review the documents and bring them up to date with the AIA forms.

The revised contract documents have been reviewed by the Iowa Attorney General's Office, the Master Builders of Iowa, institutional representatives, and the Board Office staff.

The Board's uniform construction contract documents are essentially parallel to the AIA general conditions of the contract, with the exception that the AIA documents are oriented toward the project architect where the Board's documents are oriented toward the owner.

Changes have also been incorporated into these construction documents to represent changes to the Code of Iowa from recent legislative sessions.

The Regents Priority Study Committee on Capital Procedures met in October 1990 and approved the construction documents pending Attorney General's review. The Attorney General's written review of January 24, 1992, confirms that the revised standard construction contract documents now meet the prevailing legal requirements, including those affecting Targeted Small Businesses, as well as the technical/functional standards in the industry.

The documents were available at the July Board meeting for Board review with final approval recommended for the September meeting.

Director Smith stated that a summary of the revisions was contained in the docket materials.

Director Reynolds stated that he chaired the interinstitutional committee that reviewed the construction documents. He highlighted the significant changes in the documents.

President Pomerantz asked how closely the documents conform to AIA. Director Reynolds responded that certain sections and paragraphs contain much of the same wording as AIA documents. A fundamental difference is the owner and the Board of Regents' responsibilities.

Regent Hatch asked if the Regents would be assuming responsibilities the architect should assume. Director Reynolds responded that responsibility for the design remains with the architect.

Regent Berenstein asked whether the Attorney General's Office had "signed off" on the construction documents. Director Reynolds responded affirmatively.

Regent Furgerson stated that she received a telephone call from a minority business owner. The Department of Economic Development sent this individual to the Department of Inspections and Appeals for certification. She suggested that the construction documents reflect the correct State department for minority business certification.

Director Reynolds stated that if there had been a change in procedure he would follow up on that.

Regent Furgerson asked who would make sure that Targeted Small Businesses have an opportunity to get involved in bidding on Regent construction projects. Mr. Richey responded that minority business owners must make certain to get certified. The institutions are to ensure they are soliciting those bidders when the opportunities arise. The institutions have significant responsibility there.

Regent Furgerson asked if each institution has one person responsible for ensuring that targeted small businesses are solicited. Mr. Richey responded affirmatively.

President Pomerantz stated that the Board was being requested to receive the documents this month with final approval to take place in September. If in the interim the Regents need to communicate concerns about the documents, those communications can be made to Mr. Richey.

**ACTION:** President Pomerantz stated the Board received the report, by general consent.

**RATIO OF ADMINISTRATORS AT THE COLLEGE OF DENTISTRY.** The Board Office recommended the Board (1) receive the report and (2) request that the University of Iowa review the administrative staffing in the College of Dentistry as a part of its ongoing review of programs and services to determine if it is appropriate for the needs of the university and the college.

The University of Iowa College of Dentistry has an administrative staffing component consisting of the dean, four associate deans, two assistant deans, and two directors with college-wide responsibilities. The college has ten departmental executive officers with administrative responsibilities for specialty areas.

The ratio of dean positions to students at the University of Iowa College of Dentistry is 1:57. ("Dean" positions include the dean, associate and assistant deans.) The average ratio of dean positions to students in dental colleges of the comparison group of institutions is 1:104.

The ratio of administrative positions to students at the University of Iowa College of Dentistry is 1:45. ("Administrative positions" include deans, associate and assistant deans and major directors with college-wide responsibilities reporting directly to the dean.) The average administrative positions to students ratio in comparable colleges of dentistry is 1:53.

The College of Dentistry has the lowest dean positions to students ratio in the colleges of the University of Iowa. The ratios run from 1:2,657 in the College of Liberal Arts to 1:57 in the College of Dentistry.

The College of Dentistry is the largest provider of dental health care in the state with 150,000 patient visits per year. The responsibility for dental health care apparently affects the number of administrators needed.

In Colleges of Dentistry administrators are given a variety of titles which makes comparisons somewhat unreliable. In addition, some functions are handled in other units of the university other than in the College of Dentistry.

Vice President Nathan stated that he very much appreciated the tone and intent of this docket item. He said the intent is to continue to achieve maximum efficiency in everything University of Iowa officials do. The tone is balanced and the Board Office acknowledges that the College of Dentistry runs a very substantial clinical operation. He then introduced Associate Dean Nelson Logan of the College of Dentistry.

Associate Dean Logan acknowledged the work of the Board Office staff in putting together the information for this docket item. He said that having worked on several committees for the American Dental Association on gathering this type of information, he took the liberty to make a few editorial updates to the data provided to the Regents by the Board Office. Some of the data gathered seemed to be pretty straight forward. All 54 dental schools in this country have a number of students enrolled. There are very few part-time students. He noted that the Board staff used "supplement 5" with which to do a comparison to the University of Iowa College of Dentistry. He said the American Dental Association "supplement 5" publication contains some distinct errors. For example, some dental schools are listed as having no administrators at all. Associate Dean Logan stated that he had provided the Regents with a letter from the Executive Director of the American Dental Society that describes why this data is not accurate. A dean may be listed as a DDS but not as an administrator. He said there are standard activities that every dental school has regardless of its size. By utilizing "supplement 5" and telephoning each of the deans, Associate Dean Logan was able to put together the data contained in the first sheet of the handout he had provided to the Regents.

Regent Williams stated that she had received the information the dean sent to each of the Regents and also had a copy of the American Dental Association directory. She found a number of discrepancies with Associate Dean Logan's information.

Associate Dean Logan reiterated that he had telephoned the dental school deans and received their most recent numbers. He noted that he appreciated the Board's interest in efficiency.

Regent Furgerson stated that she was the one who had originally raised the question of numbers of deans per students at the University of Iowa College of Dentistry. Her concern was centered around administrative costs. She still had some concerns.

Associate Dean Logan invited the Regents to visit the College of Dentistry.

Regent Furgerson said another concern was that some dental schools call their administrators "directors" instead of "deans".

Associate Dean Logan agreed that many schools now have one dean and all other administrators are called directors. The titles used at the University of Iowa College of Dentistry are very common and usual.

President Pomerantz referred to the reporting structure of the college as presented in a flowchart. The Executive Associate Dean reports to Dean McLaren and everyone else reports to the Executive Associate Dean. Do the other deans report through the Executive Associate Dean?

Associate Dean Logan responded that technically the way it was drawn was accurate.

Regent Williams stated that she had a copy of the current University of Iowa College of Dentistry administrative flowchart and the flowchart for the College of Dentistry at Indiana University. She said she realized that there might be some differences in reporting but that she found it rather interesting to see the differences in configuration. She said that what President Pomerantz pointed out with regard to everyone officially reporting to the Executive Associate Dean at a time when departments and colleges are being cut. It is important to look at the management structure as well as faculty structure. The faculty are front-line people. They have to be as critical of the administrative structure as the other aspects. They need to look at where dollars can be spent more efficiently in direct services to students.

Regent Williams expressed concern about the statement in the docket memorandum that "the responsibility for dental health care apparently affects the number of administrators needed". She noted that the 1-to-56 dean-to-student ratio included dental hygiene students, as well. Those students are also counted by the College of Liberal Arts. She was also concerned about the number of departmental administrators in the College of Dentistry. She said she thought they had some creative use of numbers that she found interesting. She said they need to be concerned if this points out a larger problem in the university.

President Pomerantz asked Mr. Richey to consult with President Rawlings and other University of Iowa officials regarding the administrative structure of the college with a view of making sure it is organized as effectively as possible.

Regent Tyrrell asked why the particular dental schools the University of Iowa's College of Dentistry was compared with were chosen for comparison.

Director Barak responded that those were the 11 AAU institutions the University of Iowa compares itself with.

President Rawlings said those 11 were felt to be a good representation.

**ACTION:**

President Pomerantz stated the Board, by general consent, (1) received the report and (2) requested that the University of Iowa review the administrative staffing in the College of Dentistry as a part of its ongoing review of programs and services to determine if it is appropriate for the needs of the university and the college.

**EXECUTIVE SESSION.** The Board of Regents entered into Executive Session at 4:26 p.m. on July 15, 1992, and recessed therefrom at 5:45 p.m. on that same date. The Board reconvened in Executive Session at 7:36 a.m. on July 16, 1992, and recessed therefrom at 9:05 a.m. on that same date. The Board reconvened in open session at 9:40 a.m. The following business took place on July 16, 1992.

**APPOINTMENTS TO COMMITTEES.** The Board Office recommended that the Board ratify the appointments to committees listed below as recommended by President Pomerantz:

Iowa Coordinating Council for Post-High School Education:

Current terms expire on July 31, 1992. Appointments for three-year terms commencing August 1, 1992, and expiring on July 31, 1995:

Mary Williams  
Betty Jean Furgerson  
Dr. John Tyrrell  
Melissa Johnson - alternate for Mary Williams  
John Fitzgibbon - alternate for Dr. John Tyrrell  
Alternate for Betty Jean Furgerson - to be presented orally

Iowa Braille and Sight Saving School Advisory Committee:

Appointed for a two-year term commencing immediately and expiring at the end of academic year 1993-94:

Ms. Carol Allman, State Consultant of the Bureau of Education for Exceptional Students in the Florida Department of Education

President Pomerantz stated that everyone, including Regent Berenstein, had agreed to continue to serve on the Iowa Coordinating Council for Post-High School Education.

**MOTION:** Regent Dorr moved to ratify the appointments to committees as recommended by President Pomerantz. Regent Johnson seconded the motion, and it carried unanimously.

**CONSENT ITEMS.**

**MOTION:** Regent Hatch moved, seconded by Regent Fitzgibbon, to approve the consent docket, as follows:

GENERAL  
July 15-16, 1992

Refer the University of Iowa post-audit report on the Ph.D. degree program in Nursing to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Approve the name change of the merged Departments of Biology and Botany from Department of Biology to the Department of Biological Sciences at the University of Iowa;

Refer the Iowa State University request to change the name of the Office of Proposals for Research, Editing, and Production Services to the Office of Sponsored Programs to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation; and

Approve the change of the name of the Department of Communication and Theatre Arts to the Department of Communication Studies at the University of Northern Iowa.

The motion carried unanimously.

**VENDOR HAVING CONFLICT OF INTEREST.** The Board Office recommended the Board approve the request of Iowa State University to add the name of The SCUBA Shop, Inc., to the outstanding list of approved vendors with a conflict of interest.

Iowa State University officials requested that the additional name of The SCUBA Shop, Inc., be added to the list of approved vendors with a conflict of interest. The university wishes to purchase equipment or services from the SCUBA Shop, Inc.

Iowa State University officials report that abuses of the rules are avoided by strict scrutiny of proposed purchases from vendors on this list.

Regent Hatch questioned whether anyone else in town sold this product. Vice President Madden responded negatively.

**MOTION:**

Regent Tyrrell moved to approve the request of Iowa State University to add the name of The SCUBA Shop, Inc., to the outstanding list of approved vendors with a conflict of interest. Regent Hatch seconded the motion,

GENERAL  
July 15-16, 1992

and upon the roll being called, the following voted:

AYE: Berenstein, Dorr, Fitzgibbon,  
Furgerson, Hatch, Johnson, Pomerantz,  
Tyrrell, Williams.

NAY: None.

ABSENT: None.

**NEXT MEETINGS SCHEDULE.** The Board Office recommended the Board approve the Next Meetings Schedule, as follows:

August 26, 1992	Telephonic	
September 23-24	Iowa State University	Ames
October 21-22	University of Northern Iowa	Cedar Falls
November 18-19	University of Iowa/Iowa Braille and Sight Saving School	Iowa City/ Vinton
December 16-17	Iowa State University	Ames
January 20, 1993	Telephonic	
February 17-18	University of Iowa	Iowa City
March 17-18	Marriott Hotel	Des Moines
April 21-22	University of Northern Iowa	Cedar Falls
May 19-20	Iowa State University	Ames
June 16-17	University of Northern Iowa	Cedar Falls
July 21-22	University of Iowa	Iowa City
September 22-23	Iowa State University	Ames
October 20-21	University of Northern Iowa	Cedar Falls
November 17-18	Iowa School for the Deaf	Council Bluffs
December 15-16	University of Iowa	Iowa City

**ACTION:** President Pomerantz stated that the Board approved the Next Meetings Schedule, by general consent.

President Pomerantz then asked Board members and institutional executives if there were additional general or miscellaneous items for discussion. There were none.

**STATE UNIVERSITY OF IOWA**

The following business pertaining to the State University of Iowa was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**RATIFICATION OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board ratify personnel transactions, as follows:

Register of Personnel Changes for May 1992 which included early retirements.

**MOTION:**

Regent Dorr moved to ratify personnel transactions, as presented. Regent Hatch seconded the motion, and it carried unanimously.

**POST-AUDIT REPORT, PH.D. DEGREE PROGRAM IN NURSING.** The Board Office recommended the Board refer the post-audit report to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation

The University of Iowa has completed a post-audit report on the Ph.D. Degree Program in Nursing five years after its initial approval by the Board of Regents.

The program appears to have met the original objectives outlined for the program at the time of its initial approval by the Board of Regents.

**ACTION:**

This matter was referred by consent.

**PROFESSIONAL AND SCIENTIFIC CLASSIFICATION SYSTEM.** The Board Office recommended that the Board approve two new classifications as proposed by the university:

Associate Director, University Libraries in pay grade 15 (\$47,840 - \$83,670), and

Assistant Manager, Grant Accounting in pay grade 10 (\$32,270 - \$56,430).

The proposed new class of Associate Director of University Libraries is needed to appropriately recognize system-wide functional responsibilities (for automation systems, for personnel administration, for instructional and research services, and for collection development) that are assigned to four

positions in addition to their responsibilities for the operation of specific units.

Increased grant activity has required the Manager of Grant Accounting to devote more time to broad policy and system issues and has led to the proposed Assistant Manager classification. The Assistant Manager will be responsible for day-to-day operations in the unit.

The pay grade assignments of the proposed new classes were determined by point count evaluations, and funds are available within existing resources to implement the classes.

**MOTION:** Regent Williams moved to approve the two new classifications as proposed by the university. Regent Furgerson seconded the motion, and it carried unanimously.

**APPROVAL OF APPOINTMENT.** The University of Iowa requested the Board approve the appointment of David J. Skorton as Vice President for Research effective August 1, 1992, at a fiscal year salary of \$150,000.

Dr. Skorton currently serves as professor of internal medicine in the University of Iowa College of Medicine, as well as professor of electrical and computer engineering in the University of Iowa College of Engineering.

Dr. Skorton came to the University of Iowa in 1980 after having served for two years as an adjunct assistant professor of medicine at the University of California at Los Angeles. He received his bachelor's and doctor of medicine degrees from Northwestern University in 1970 and 1974 respectively, and postgraduate training at UCLA.

His research interests involved improving the diagnostic usefulness of cardiac imaging methods by learning more about the biological factors influencing cardiac image features and by applying digital computer image processing and analysis methods to image data.

Dr. Skorton succeeds Derek H. Willard, Interim Vice President for Research, and James Morrison, Vice President for Research, who resigned in April 1991.

President Rawlings stated that he was extremely pleased with this appointment. This individual is of the highest quality.

**MOTION:** Regent Berenstein moved to approve the appointment of David J. Skorton as Vice President for Research effective August 1, 1992, at a fiscal year salary of \$150,000. Regent Tyrrell seconded the motion, and it carried unanimously.

**APPROVAL OF APPOINTMENT.** The University of Iowa requested the Board approve the appointment of Mark E. Schantz to the position of General Counsel effective July 15, 1992, at a fiscal year salary of \$120,000.

Mr. Schantz received an undergraduate degree from the University of Iowa and his law degree from Yale Law School, where he was on the Board of Editors of the Yale Law Journal. He was a faculty member in the University of Iowa College of Law from 1969 through 1978. In addition to this academic background, he served as Iowa's Solicitor General from 1979 to 1982. He has been a partner in the Des Moines law firm of Dickinson, Throckmorton, Parker, Mannheimer and Raife since 1983, and has been Interim General Counsel since January. His professional experience includes a wide range of business, constitutional and administrative litigation.

With this appointment, the university will utilize a senior legal officer who will coordinate the provision of all legal services to academic and non-academic units. In addition, the General Counsel will serve as liaison to the Attorney General's Office and to other agencies, and will take an active role in handling litigation for the university. A major change in this regard is that the General Counsel, rather than outside counsel, will represent the university in faculty grievance procedures. The General Counsel will also participate in institutional policy making.

President Rawlings stated that he was extremely pleased with this appointment. This individual is of the highest quality.

**MOTION:**

Regent Berenstein moved to approve the appointment of Mark E. Schantz to the position of General Counsel effective July 15, 1992, at a fiscal year salary of \$120,000. Regent Tyrrell seconded the motion, and it carried unanimously.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended the Board approve the capital register for the University of Iowa.

**PERMISSION TO PROCEED WITH PROJECT PLANNING**

**Medical Education Building--Construct Undergraduate Teaching Laboratory**

The former Psychiatric Hospital was reassigned to the College of Medicine in June 1991 with the relocation of clinical psychiatric services to the Pappajohn Pavilion. In July 1991, the Board approved renaming the facility the Medical Education Building, reflecting the university's long-range plans for the medical complex. This includes providing consolidated space in the Medical Education Building for teaching, student support facilities and computer classroom/testing facilities, with some research and office space.

remaining for the Department of Psychiatry. University officials requested approval to proceed with project planning and to select an architect for this renovation project.

The Medical Education Building contains approximately 97,000 gross square feet of space, with approximately 57,000 net assignable square feet. The Psychiatry Department will continue to use 25,000 square feet of the assignable space, leaving 32,000 square feet to be converted for use by the College of Medicine. The renovated space will contain consolidated space, additional classrooms, computer classrooms, computer classroom/testing facilities, as well as laboratory space to replace obsolete facilities. Student support space, including a lounge and space to be used by student organizations, will also be provided. The renovation costs for this project are expected to exceed \$1 million.

University officials also requested approval to begin the architectural selection process to include negotiation of an agreement with the selected firm for Board approval. University officials requested that the architect selected for Phase I of this project also be utilized for subsequent phases, provided that the services are provided in a satisfactory manner. This will allow the firm to utilize its knowledge of the building and program in the subsequent phases of the project and will avoid repeating the architectural selection process. Use of the architect on subsequent phases would be subject to Board approval as required by normal procedures.

#### West Campus Parking Ramp Expansion

University officials requested approval to proceed with project planning and design for a west campus parking ramp to serve the needs of University Hospitals and other west campus activities.

The three parking ramps on the west campus which serve University Hospitals provide parking for virtually all patients and most visitors, as well as a small number of faculty and staff. The ramps provide convenient access to University Hospitals because of their location to the main entrance.

Construction of the Eye Institute and Final Phase Expansion project will displace existing faculty, staff and public parking facilities. This project will result in a shift in location for outpatient visits which will not be adequately served by the existing patient parking facilities. The Eye Institute will be located nearly three blocks south of the main entrance, shifting the focus of parking for clinical activities away from the two northernmost ramps. The Eye Institute project will transfer to the new site at least eight clinics which generate 260,000 patient visits annually. No adjacent parking facilities have the capacity to handle this shift in demand nor the expected growth. The university must expand its parking capacity on the west campus in order to provide patient access to University Hospitals and



budgets for the projects were listed in the register prepared by the university.

\* \* \* \* \*

ARCHITECT/ENGINEER AGREEMENTS

University Hospitals and Clinics--A Multi-Disciplinary Rehabilitation Center, An Expanded Orthopaedic Clinic with Radiology, and an Orthopaedic Faculty Office Suite \$664,497  
Hansen Lind Meyer, Iowa City, Iowa

University officials requested approval to enter into an agreement with Hansen Lind Meyer to provide design services.

This project involves the completion of approximately 65,800 gross square feet of shell space in the lower level of the John Pappajohn Pavilion. The project includes the installation of mechanical, electrical, HVAC and fire protection systems; construction of walls, partitions and doors; and the installation of ceiling, wall and floor finishes and hospital casework.

The agreement provides for a fixed fee of \$664,497, including reimbursables.

University Hospitals and Clinics--Furnishings for A Multi-Disciplinary Rehabilitation Center, An Expanded Orthopaedic Clinic with Radiology, and an Orthopaedic Faculty Office Suite \$75,000  
Hansen Lind Meyer, Iowa City, Iowa

University officials requested approval to enter into an agreement with Hansen Lind Meyer to provide furnishings design for this project. The agreement provides for a fixed fee of \$75,000, including reimbursables.

University Hospitals and Clinics--Colloton Pavilion West Entrance Enclosure and Lobby Development \$34,480  
Hansen Lind Meyer, Inc., Iowa City, Iowa

University officials requested approval of an agreement with Hansen Lind Meyer to provide design services.

This project involves the enclosure of 2,700 gross square feet of exterior courtyard space at the present west entrance to the Colloton Pavilion and the development of a public lobby and waiting area within the enclosed space. This project is an essential component in the phased development of the University Hospitals new main entrance drive and patient admitting and registration service and lobby facilities.

The agreement provides for a fixed fee of \$34,480, including reimbursables.

Amendments:

Laser Laboratory Building (Iowa Advanced Technology Laboratories)      \$93,018  
CPMI, Inc., Des Moines, Iowa

University officials requested approval of Amendment No. 2 to the agreement with CPMI, Inc., for reimbursement of additional costs incurred during the design phase of the project and subsequent utility extensions planning. CPMI's request is based on seven months of additional time working with the project architects during the initial design of the building and services performed in connection with the installation of utilities to the project. Both services were not within the scope of the original compensation agreement and the firm's normal profit margin has been deducted from this request.

Despite problems with the initial cost estimates for this project, CPMI has performed in a completely satisfactory and professional manner during the last two critical years of the project. Included in these services are negotiations of contractor change order prices downward from the requested amount totaling over \$200,000.

CPMI's costs for providing contractually obligated services began to exceed the tasks outlined in its professional services agreement during the protracted design stage of the building. However, the university agreed to seek a fee adjustment at or near the end of the project if the project proceeded according to plan and stayed under budget. The extent that each of these objectives were reached would be determined in part by the success or failure of CPMI as project managers. Now that the project has reached a successful completion, university officials requested the contract adjustment for CPMI of \$93,018 as reimbursement for costs incurred for utility planning and management and for initial planning work during the first design phase of the project.

Change No. 2 will not result in an increase in the total project budget.

Laser Laboratory Building (Iowa Advanced Technology Laboratories)      \$31,050  
Herbert Lewis Kruse Blunck, Des Moines, Iowa

University officials requested approval of an Amendment No. 6 to the agreement with Herbert Lewis Kruse Blunck for additional project site visits required to observe construction plus additional reimbursable expenses for furnishings services. The additional visits were required due to the intricacies of design both architecturally and mechanically. The cost for the additional services includes \$21,050 for basic services and \$10,000 for reimbursables.

Amendment No. 6 will not result in an increase in the total project budget.

University Hospitals and Clinics--High Field MRI System Installation

Hansen Lind Meyer, Inc., Iowa City, Iowa

Amendment #1 \$3,200  
Amendment #2 \$1,650  
Amendment #3 \$5,750

University Hospitals and Clinics--Pediatric Faculty Office Development \$400

Hansen Lind Meyer, Inc., Iowa City, Iowa

CONSTRUCTION CONTRACTS

University Hospitals and Clinics--High Field MRI System Installation \$748,616

Award to: McComas-Lacina Construction Company, Inc., Iowa City, Iowa  
(4 bids received)

University Hospitals and Clinics--Ambulatory Surgery Center Sixth Operating Room \$447,950

Award to: Mid-America Construction Company of Iowa, Iowa City, Iowa  
(4 bids received)

Dental Science Building--Replace Roof \$224,999

Award to: Maintenance Associates Corporation, Marion, Iowa  
(5 bids received)

ACCEPTANCE OF COMPLETED CONSTRUCTION PROJECTS

Power Plant Energy Optimization and Energy Management Controls Project

AAA Mechanical Contractors, Inc., Iowa City, Iowa

College of Medicine Administration Wing

Mid-America Construction Company of Iowa, Iowa City, Iowa

Main Power Plant Boiler Replacement Program--Phase II--Boilers 7 and 8 Replacement Project

AAA Mechanical Contractors, Inc., Iowa City, Iowa

Laser Laboratory Building--Site Utility Package

R. M. Boggs Company, Inc., Iowa City, Iowa

FINAL REPORTS

Medical Research Center Laboratory Renovation--Third Floor \$477,110.69

MOTION:

Regent Fitzgibbon moved to approve the university's capital register, as presented. Regent Tyrrell seconded the motion, and it carried unanimously.

**LEASE OF PROPERTIES.** The Board Office recommended the Board approve leases, as follows:

WITH DRAKE UNIVERSITY for the University of Iowa's use of 3,110 square feet of classroom and office space located at 1151 - 28th Street, Des Moines, Iowa, for a one-year period commencing August 1, 1992, through July 31, 1993, at a rate of \$2,115 per month;

WITH MARKE-TEC INTERNATIONAL for its use of 124 square feet of business incubator space in the Technology Innovation Center on the Oakdale Campus for a one-year period commencing August 1, 1992, through July 31, 1993, at a rate of \$62 per month; and

WITH POLICE LAW INSTITUTE for its use of 1,519 square feet of business incubator space in the Technology Innovation Center on the Oakdale Campus for a six-month period commencing September 1, 1992, through February 28, 1993, at a rate of \$1,075.96 per month.

**MOTION:**

Regent Williams moved to approve leases and agreements, as presented. Regent Furgerson seconded the motion, and upon the roll being called, the following voted:  
AYE: Berenstein, Dorr, Fitzgibbon, Furgerson, Hatch, Johnson, Pomerantz, Tyrrell, Williams.  
NAY: None.  
ABSENT: None.

**AMENDMENT TO ADMINISTRATIVE RULES.** The Board Office recommended the Board approve the University of Iowa's proposed amendment to section 681-4.7(2) of the Iowa Administrative Code related to parking and traffic regulations.

University of Iowa officials requested permission to amend section 681-4.7(2) of the Iowa Administrative Code in order to accomplish the following:

To allow compliance with House File 2408 which raised fines for handicapped parking violations from \$25 to \$50,

To minimize the need to amend the administrative rules in the future in order to accommodate legislated changes in parking and traffic regulations,

To minimize the need to obtain Board approval of legislatively imposed changes in parking and traffic regulations, and

To eliminate confusion and ambiguity regarding the applicability of parking and traffic regulations to visitors.

University of Northern Iowa officials requested approval of a similar amendment to its administrative rules under docket item UNI B-2.

**MOTION:** Regent Hatch moved to approve the University of Iowa's proposed amendment to section 681-4.7(2) of the Iowa Administrative Code related to parking and traffic regulations. Regent Williams seconded the motion, and it carried unanimously.

President Pomerantz then asked Board members and institutional executives if there were additional items for discussion pertaining to the University of Iowa. There were none.

President Pomerantz then proposed fiscal year 1993 salaries for Regent institutional heads, effective July 1, 1992, as follows:

President Curris:	\$138,000
President Rawlings:	\$175,000
President Jischke:	\$175,000
Superintendent Johnson:	\$ 70,000
Superintendent Thurman:	\$ 70,000

**MOTION:** Regent Berenstein moved to approve fiscal year 1993 salaries for institutional heads as proposed by President Pomerantz. Regent Fitzgibbon seconded the motion, and it carried unanimously.

## IOWA STATE UNIVERSITY

The following business pertaining to Iowa State University was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**RATIFICATION OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board approve personnel transactions, as follows:

Register of Personnel Changes for June 1992 which included phased and early retirements.

**MOTION:** Regent Dorr moved to approve the university's personnel transactions, as presented. Regent Hatch seconded the motion, and it carried unanimously.

**APPROVAL OF CHANGE OF ORGANIZATIONAL UNIT NAME.** The Board Office recommended the Board refer the university's request to Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

Iowa State University officials requested approval to change the name of the Office of Proposals for Research, Editing, and Production Services to the Office of Sponsored Programs.

The proposed name change was requested to reflect more accurately the function of the office, which will continue to report to the Vice Provost for Research and Advanced Studies.

**ACTION:** This matter was referred by consent.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended that the capital register for Iowa State University be approved.

### PERMISSION TO PROCEED WITH PROJECT PLANNING

#### Botany Hall Remodeling

University officials requested approval to initiate formal planning for the Botany Hall Remodeling project which will completely remodel Botany Hall to house administrative functions of the College of Liberal Arts and Sciences.

This project will solve severe space needs of the College of Liberal Arts and Sciences. It will also release space in Carver Hall currently used by the College of Liberal Arts and Sciences which will be reassigned to the College of Business Administration. This project presents an opportunity for the

university to restore and reuse an important part of its architectural legacy. Botany Hall is listed on the National Register of Historic Buildings and the renovation will be conducted within guidelines for such projects.

University officials have performed several feasibility studies to determine the possible functional uses and physical condition of the building. The most recent of these studies was completed in 1986 which found the building to be in reasonably good structural condition but in need of extensive remodeling to meet current building codes and functional requirements. Based on this study, the university expects the total project costs to be just under \$5 million, including equipment.

University officials requested approval to initiate the architectural selection process with the selected firm to be presented for Board approval at a future meeting. The university will submit a more detailed project description and budget after the architect has been selected and preliminary planning has been completed.

#### PROJECT DESCRIPTIONS AND BUDGETS

University officials submitted one new project for approval by the Board. This project was included in the university's quarterly report of anticipated capital projects.

Ames Laboratory--Technical and Administrative Service Facility                      \$6,040,000  
Source of Funds: U.S. Department of Energy

#### Preliminary Budget

Construction	\$ 4,645,000
Design and Inspection	627,000
Equipment and Furnishings	68,000
Contingency	<u>700,000</u>
TOTAL	\$ 6,040,000

The Ames Laboratory has completed planning and received bids for an addition to Spedding Hall on the Iowa State University campus. The project will be funded totally by the U.S. Department of Energy. The completed facility will be owned by the U.S. Government and operated by the university as a contractor to the Department of Energy. The project is being conducted under Department of Energy procedures with oversight by the university.

This project will construct approximately 42,000 gross square feet of space for the Ames Laboratory technical and administrative departments such as graphics, photography, health and safety, plant protection and central administration.

\*\*\*\*\*

University officials presented an amended budget on the following project.

<u>Applied Sciences Center 1--Renovation of</u>	Original Budget	<u>\$540,000</u>
<u>Microelectronics Research Center</u>	Amended Budget	<u>\$540,000</u>

Project Budget

	<u>Original Budget March 1991</u>	<u>Amended Budget July 1992</u>
Construction Contracts	\$ 187,130	\$ 159,170
Site Development/ Land Acquisition	15,000	0
Design Services	45,900	45,900
Construction Administration	7,670	7,410
University Services	4,800	10,100
Miscellaneous	2,000	2,000
Fixed Equipment	246,600	292,620
Building Automation	2,900	0
Project Reserve	<u>28,000</u>	<u>22,800</u>
 TOTAL	 \$ 540,000	 \$ 540,000
 Source of Funds:		
National Science Foundation Grant	\$ 265,000	\$ 265,000
FY 1991 Block Grant Funds	100,000	121,077
FY 1992 Block Grant Funds	175,000	75,000
Income from Treasurer's Temporary Investments	<u>0</u>	<u>78,923</u>
 TOTAL	 \$ 540,000	 \$ 540,000

This budget was being amended to reflect the addition of Income from Treasurer's Temporary Investments as a source of funds with adjustments to the remaining fund sources. The total project budget remains unchanged.

\*\*\*\*\*

University officials reported seven new projects with budgets of less than \$250,000 which were included in the university's quarterly report of anticipated capital projects. The titles, source of funds and estimated budgets for the projects were listed in the register prepared by the university.

ARCHITECT/ENGINEER AGREEMENTS

Knapp and Maple Halls--Elevator Modernization \$30,000  
Lerch, Bates Engineering, Inc., Highlands Ranch, CO

University officials requested approval of a negotiated agreement with Lerch, Bates Engineering, Inc., to provide engineering services for this project. The agreement provides for a fixed fee of \$30,000, including reimbursables.

Willow and Wilson Halls--Facade Improvements \$25,000  
Rietz Engineering Consultants, Ames, Iowa

University officials requested approval of a negotiated agreement with Rietz Engineering Consultants to provide engineering services for this project. The agreement provides for a fixed fee of \$25,000, including reimbursables.

Armory--Replace Tile Roof \$35,000  
Rietz Engineering Consultants, Ames, Iowa

University officials requested approval of a negotiated agreement with Rietz Engineering Consultants to provide engineering services for this project. The agreement provides for a fixed fee of \$35,000, including reimbursables.

CONSTRUCTION CONTRACTS

1991-1992 Energy Conservation Program--Town Engineering Building-- \$32,525  
Expand Existing Energy Management System  
Award to: Control Installation of Iowa, Des Moines, Iowa  
(3 bids received)

ACCEPTANCE OF COMPLETED CONSTRUCTION PROJECTS

Utilities--Increased Chilled Water Capacity--Phase I--Mechanical Package No. 1  
Proctor Mechanical Corporation, Des Moines, Iowa

FINAL REPORTS

Energy Conservation Program--Phase I \$1,033,800.41

MOTION: Regent Fitzgibbon moved to approve the capital register for Iowa State University, as presented. Regent Furgerson seconded the motion, and it carried unanimously.

APPROVAL OF LEASES. The Board Office recommended the Board approve leases and easements, as follows:

WITH CITY OF AMES for its use of a six feet by six feet strip of land described in the easement document for the installation of a traffic signal at the intersection of Lincoln Way and Knoll Road in Ames, Iowa;

WITH ADAPTECH for its use of 100 square feet of business incubator space, Suite 606, in the Iowa State Innovation System (ISIS) facility for a six-month period commencing July 1, 1992, through December 31, 1992, at a rate of \$115 per month; and

WITH SPECTROCHROM, LTD., for its use of 1,286 square feet of business incubator space, Suites 611 and 612, in the Iowa State Innovation System at the ISU Research Park, for a one-month period commencing June 15, 1992, through July 14, 1992, at a rate of \$1,600 per month.

MOTION:

Regent Williams moved to approve leases and easements, as presented. Regent Furgerson seconded the motion, and upon the roll being called, the following voted:

AYE: Berenstein, Dorr, Fitzgibbon,  
Furgerson, Hatch, Johnson, Pomerantz,  
Tyrrell, Williams.

NAY: None.

ABSENT: None.

President Pomerantz then asked Board members and institutional officials if there were additional items for discussion pertaining to Iowa State University. There were none.

UNIVERSITY OF NORTHERN IOWA

The following business pertaining to the University of Northern Iowa was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**RATIFICATION OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board approve the university's Register of Personnel Changes for June 1992.

**MOTION:** Regent Dorr moved to ratify the university's personnel transactions, as presented. Regent Hatch seconded the motion, and it carried unanimously.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended the Board approve the Register of Capital Improvement Business Transactions as submitted by the University of Northern Iowa.

**CONSTRUCTION CONTRACTS**

Russell Hall Improvements \$427,100  
Award to: Prairie Construction Company, Inc., Waterloo, Iowa  
(2 bids received)

Russell Hall Improvements--Replace Chiller \$58,729  
Award to: Carrier Corporation, Madison, WI  
(3 bids received)

Wright Hall Equipment--Computer Equipment \$58,324.75  
Award to: Sun Microsystem Computer Corporation, Bloomington, MN  
(1 bid received)

**ACCEPTANCE OF COMPLETED CONSTRUCTION PROJECTS**

Wright Hall Equipment--Computer Projectors \$40,437.28  
Electronic Communication Systems, Davenport, Iowa

**MOTION:** Regent Berenstein moved to approve the university's capital register, as presented. Regent Furgerson seconded the motion, and it carried unanimously.

**MOTOR VEHICLE AND BICYCLE REGULATIONS, ADMINISTRATIVE RULES CHANGE.** The Board Office recommended the Board approve the University of Northern Iowa's proposed amendment to section 681-4.71(2) of the Iowa Administrative Code related to parking and traffic regulations.

University of Northern Iowa officials requested permission to amend section 681-4.71(2) of the Iowa Administrative Code in order to accomplish the following:

To allow compliance with House File 2408 which raised fines for handicapped parking violations from \$25 to \$50,

To minimize the need to amend the administrative rules in the future in order to accommodate legislated changes in parking and traffic regulations,

To minimize the need to obtain Board approval of legislatively imposed changes in parking and traffic regulations, and

To eliminate confusion and ambiguity regarding the applicability of parking and traffic regulations to visitors.

University of Iowa officials requested approval of a similar amendment to its administrative rules under docket item SUI B-4.

**MOTION:**

Regent Hatch moved to approve the University of Northern Iowa's proposed amendment to section 681-4.71(2) of the Iowa Administrative Code related to parking and traffic regulations. Regent Johnson seconded the motion, and it carried unanimously.

President Pomerantz then asked Board members and institutional executives if there were additional items for discussion pertaining to the University of Northern Iowa. There were none.

## IOWA SCHOOL FOR THE DEAF

The following business pertaining to Iowa School for the Deaf was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**RATIFICATION OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board ratify personnel transactions, as follows:

Register of Personnel Changes for June 1992.

**MOTION:** Regent Dorr moved to ratify personnel transactions, as presented. Regent Hatch seconded the motion, and it carried unanimously.

**REQUEST FOR APPROVAL OF ORGANIZATIONAL CHANGE.** The Board Office recommended the Board (1) approve the reorganization of the Iowa School for the Deaf as outlined below and (2) approve the addition of the position of Compliance and State Standards Review to the school's professional and scientific pay plan contingent upon receipt of a position description and point count evaluation.

The current organizational chart for the Iowa School for Deaf was approved by the Board in 1989. Two new positions were proposed. It was proposed that the expanding area of off-campus programs be headed by a principal. The program is currently under the direction of a teacher who would be promoted to principal. The salary of this individual would be increased commensurate with the duties and responsibilities of a principal.

It was proposed to add a position to be responsible for the monitoring of the school's compliance with changing federal and state standards. This would be a professional and scientific position and funded through utilizing a vacant faculty budget line.

**MOTION:** Regent Berenstein moved to (1) approve the reorganization of the Iowa School for the Deaf as outlined and (2) approve the addition of the position of Compliance and State Standards Review to the school's professional and scientific pay plan contingent upon receipt of a position description and point count evaluation. Regent Furgerson seconded the motion, and it carried unanimously.

**APPROVAL OF LEASES.** The Board Office recommended the Board approve leases, as follows:

WITH MIDWEST ATHLETIC ASSOCIATION OF THE DEAF, INC., (MAAD), for its use of Rooms 110, 111, 112 and 113 located on the first floor of the east wing of Giangreco Hall on the Iowa School for the Deaf campus, for a one-year period beginning September 1, 1992, in consideration of the Midwest Athletic Association's co-sponsoring of a summer wellness program/sports clinic at the school and providing discounted admission prices to Iowa School for the Deaf students at MAAD sports tournaments and activities; and

WITH VARIOUS TENANTS in the school-owned residences, apartments, and garages ranging in rent from \$110 per month for the residences, \$200 per month for the apartments, and \$19 per month for the garages, for the term July 1, 1992, through June 30, 1993.

MOTION:

Regent Williams moved to approve leases, as presented. Regent Furgerson seconded the motion, and upon the roll being called, the following voted:

AYE: Berenstein, Dorr, Fitzgibbon,  
Furgerson, Hatch, Johnson, Pomerantz,  
Tyrrell, Williams.

NAY: None.

ABSENT: None.

President Pomerantz then asked Board members and institutional executives if there were additional items for discussion pertaining to the Iowa School for the Deaf. There were none.

## IOWA BRAILLE AND SIGHT SAVING SCHOOL

The following business pertaining to Iowa Braille and Sight Saving School was transacted on Wednesday, July 15 and Thursday, July 16, 1992.

**RATIFICATION OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board approve personnel transactions, as follows:

Register of Personnel Changes for the period May 24 to June 20, 1992.

**MOTION:** Regent Dorr moved to approve personnel transactions, as presented. Regent Hatch seconded the motion, and it carried unanimously.

**MEDICATION AUTHORIZATION REVISION.** The Board Office recommended the Board approve a revision of the IBSSS Policy on Administration of Medication to Students which will allow parents to approve administration of medication to students by medication-certified staff when appropriate.

Iowa Braille and Sight Saving School officials requested a revision of its policy on Administration of Medication to Students, Parental Authorization and Release Forms. The policy, which is signed by the student's parent or guardian, permits administration of both non-prescription and prescription medications by Health Service staff.

The policy, which is included in the IBSSS Administrative Policies Handbook approved by the Board on July 26, 1989, does not provide for administration of medications when a student is attending activities off campus or when Health Service staff are unavailable. The revision will permit staff who have received special training to become medication-certified to administer necessary medications when the services of the Health Center are unavailable.

A revision of the Iowa School for the Deaf policy, which addressed administration of medicine to students who are on long trips from the School, was approved by the Board in February 1992.

The change in procedure was reviewed by the Attorney General's Office and was recommended for approval.

**MOTION:**

Regent Williams moved to approve a revision of the IBSSS Policy on Administration of Medication to Students which will allow parents to approve administration of medication to students by medication-certified staff when appropriate. Regent Johnson seconded the motion, and it carried unanimously.

Regent Hatch asked that the term "his" be removed from the policy and that a gender neutral term be used instead.

**APPROVAL OF SERVICE CONTRACTS FOR OCCUPATIONAL THERAPY SERVICES, PHYSICAL THERAPY SERVICES AND MEDICAL SERVICES.** The Board Office recommended that the Board approve contracts for services as follows:

- (1) with KAREN RANDALL, OTR, to provide Occupational Therapy Services at a rate of \$37.00 per hour, consisting of four days at the beginning of the year and a maximum of three hours per week during the year;
- (2) with VIRGINIA GAY HOSPITAL, Vinton, for Physical Therapy Services at a rate of \$37.00 per hour of service, consisting of four days at the beginning of the year and a maximum of four hours per week during the year; and
- (3) with DR. SHERMAN L. ANTHONY, Vinton, for medical services at a base fee of \$2,129 for the 1992-1993 school year and an examination fee of \$28 for each student examined or administered service at the school or at the Vinton Clinic.

The service contracts have been forwarded to the Attorney General's Office for review. At the time of the writing of the docket memorandum for this item, the Attorney General's Office had not commented on the contracts.

With the renewal of the agreement with Ms. Randall, occupational therapy services will be provided at the school for the 1992-1993 academic year at an hourly rate of \$37.00, which is the same as the current hourly rate.

The agreement with Virginia Gay Hospital will provide physical therapy services to students for the 1992-1993 school year at a cost of \$37.00 per hour, which is the same as the current hourly rate.

The agreement with Dr. Anthony for medical services for students provides for a base fee of \$2,129 for the 1992-1993 school year, which is an increase of approximately 7.5 percent over the rate approved by the Board last year. The cost of \$28 for each student examined also reflects an increase of 40 percent over the previous year's rate.

The total estimated fiscal year 1993 cost for these services is \$4,100 each for occupational and physical therapy services, and \$2,129 for medical services.

Provision of these services is a partial fulfillment of federal and state regulations for school services for handicapped students.

Superintendent Thurman said it appeared that Virginia Gay Hospital was about to lose its physical therapist. If that happens, it may be unable to recruit a replacement therapist due to the size of the hospital. In that event, school officials would return to the Board in September with revised arrangements for the provision of physical therapy services to the school's students. He noted that five years ago the school was paying a large sum of money for physical therapy services.

MOTION: Regent Hatch moved to approve contracts for services, as presented. Regent Furgerson seconded the motion, and it carried unanimously.

**FISCAL YEAR 1993 ENDOWMENT BUDGET.** The Board Office recommended the Board approve the endowment budget for the Iowa Braille and Sight Saving School for fiscal year 1992-1993 of \$135,000.

Iowa Braille and Sight Saving School officials proposed an endowment budget for the fiscal year 1993 of \$135,000. The endowment fund as of July 1, 1992, was \$1,691,778.

The endowment fund expenditures for fiscal year 1992 amounted to \$96,868, and in fiscal year 1991 expenditures amounted to \$97,866.

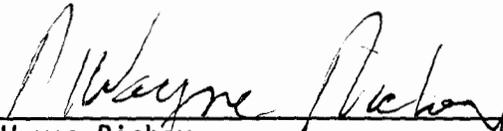
Endowment fund investment income has exceeded expenditures by \$141,126 over the last two fiscal years. The expenditures requested by the Iowa Braille and Sight Saving School, in fiscal year 1993, would require an interest rate of approximately 8.0 percent.

MOTION: Regent Williams moved to approve the endowment budget for the Iowa Braille and Sight Saving School for fiscal year 1992-1993 of \$135,000. Regent Furgerson seconded the motion, and it carried unanimously.

President Pomerantz then asked Board members and institutional executives if there were additional items for discussion pertaining to Iowa Braille and Sight Saving School. There were none.

IOWA BRAILLE AND SIGHT SAVING SCHOOL  
July 15-16, 1992

**ADJOURNMENT.** The meeting of the State Board of Regents adjourned at 12:30 p.m., on Thursday, July 16, 1992.

  
\_\_\_\_\_  
R. Wayne Richey  
Executive Director