

The Board of Regents, State of Iowa, met electronically on Tuesday, August 24, 2004. The following were in attendance:

August 24

Members of the Board of Regents, State of Iowa

Mr. Forsyth, President	All sessions
Dr. Arbisser	All sessions
Dr. Becker	All sessions
Mr. Downer	All sessions
Mr. Neil	All sessions
Dr. Newlin	All sessions
Ms. Nieland	All sessions
Ms. Rokes	All sessions

Representing the Office of the Board of Regents at the Board Table

Executive Director Nichols	All sessions
Director Barak	All sessions
Director Elliott	All sessions
Director Evans	All sessions
Administrative Assistant Mitchell	All sessions

Representing the State University of Iowa at the Board Table

President Skorton	All sessions
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Representing Iowa State University at the Board Table

President Geoffroy	All sessions
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Representing the University of Northern Iowa at the Board Table

President Koob	All sessions
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Representing the Iowa Braille and Sight Saving School at the Board Table

Director Hooley	All sessions
Director Woodward	All sessions

THE CORRESPONDING DOCKET MEMORANDUM FOR  
EACH AGENDA ITEM IS AVAILABLE ON THE  
BOARD OF REGENTS WEBSITE AT:

[www.state.ia.us/educate/regents](http://www.state.ia.us/educate/regents)

COPIES OF THESE MEMORANDA CAN ALSO BE  
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## BOARD OF REGENTS, STATE OF IOWA

The Board of Regents, State of Iowa, held an electronic meeting on Tuesday, August 24, 2004, commencing at 10:35 a.m., in accordance with §21.8 of the Iowa Code. The meeting was not held in person because it was not practical to have the Regents assemble in one location for this brief meeting. Public access was provided at the following locations:

Board of Regents Office, 11260 Aurora Avenue, Urbandale  
University of Iowa, Danner Conference Room, Gilmore Hall, Iowa City  
Iowa State University, 1750 Beardshear Hall Conference Room, Ames  
University of Northern Iowa, Presidential Room, Maucker Union, Cedar Falls  
Iowa School for the Deaf, Admin. Asst. to Superintendent's Office, Council Bluffs  
Iowa Braille and Sight Saving School, Room 102, Old Main, Vinton

### **INITIAL REPORT FROM THE PUBLIC POLICY TASK FORCE.**

President Forsyth presented the report of the Board's Public Policy Task Force, a summary of which follows:

The Task Force held numerous meetings throughout the summer and sought input from a wide variety of public officials, institutional personnel, and other stakeholders. As a result, several areas of strength in the Regents current personnel and processes were identified, as were several challenges.

The Task Force unanimously agreed that the current structure and policies for public affairs—encompassing state government relations, outreach, communications, public policy planning—is not as effective, efficient, or successful as desired. Therefore, the Task Force recommended the Board revise staffing structure, Policy Manual, table of organization, and budget in order to enhance and improve government relations and public policy activities.

The Task Force recommended the creation of a Director of Public Affairs and Deputy Executive Director position. This position would report to the President of the Board and the Executive Director and would also have line authority as

supervisor of the legislative liaison staff. Additionally, the Task Force recommended specific job descriptions, changes in policies, and table of organization to carry out these goals. Budgetary reallocations, from institutions to the Board Office, will be necessary to carry out these goals. The individual recommended to fill this new role is Mr. Gary Steinke.

President Forsyth stated the Public Policy Task Force is working on a four-year vision relative to the budget. At its last meeting, the Board of Regents discussed a four-year plan related to tuition. Task Force members are creating a greater focus on public affairs in the Board Office to provide greater coordination, in a budget neutral fashion to the Regent enterprise long-term. Funding would be provided from the academic affairs budget, from Director Barak's retirement, and transfers of existing resources from each of the universities to the Board Office. There will be an additional expense this fiscal year of just under \$100,000 due to staff leadership transitions.

Regent Downer said the report represented a strong consensus product of the Public Policy Task Force, to which Regent Neil concurred.

Executive Director Nichols stated there would be some additional expenses in the FY 2005 Board Office budget for the transition. During the next few months, all three individuals (Robert Barak, Carol Bradley and Gary Steinke) will be on the Board Office budget. By the beginning of the new fiscal year, staffing will be fully transitioned.

President Forsyth stated that the Public Policy Task Force had proposed significant changes. A government affairs and policy position is being created in the Board Office. The reporting relationship of the legislative liaisons is moving from the institutions to the Board Office. He said the university presidents will continue to be involved in all public policy and public affairs discussions. No changes were proposed for the federal relationships; those will remain at the institutional level.

President Forsyth emphasized that the proposals of the Task Force were not a reflection on what has been done in the past but, rather, was a refining of the approach for the future.

**REVISIONS TO POLICY, PROCEDURE, BUDGET AND PERSONNEL NECESSARY TO IMPLEMENT PUBLIC POLICY TASK FORCE RECOMMENDATIONS. (a) Job Description and Classification – Director of Public Affairs/Deputy Executive Director.**

MOTION: Regent Arbisser moved to approve the job description and classification of the Director of Public Affairs/Deputy Executive Director for the

Board Office. Regent Downer seconded the motion. MOTION CARRIED UNANIMOUSLY.

(b) Job Description Revision – Executive Director.

MOTION: Regent Arbisser moved to approve the revised job description of the Executive Director for the Board Office. Regent Downer seconded the motion. MOTION CARRIED UNANIMOUSLY.

(c) Revisions to Regent Policy Manual; Chapters 1 and 3.

Executive Director Nichols presented the proposed Policy Manual revisions. One editorial change was to replace elements of the previous Board strategic plan with those elements of the current strategic plan. More substantive changes were proposed to the section on state relations and legislative business. Relatively minor modifications were proposed in areas which reference the Deputy Executive Director.

Board members discussed and agreed to the following additional changes to what was presented:

A. Statement on Governance

The Board of Regents, State of Iowa, by statute, governs Iowa's three state universities--the State University of Iowa, Iowa State University, and the University of Northern Iowa--the Iowa School for the Deaf and the Iowa Braille and Sight Saving School. The Board, pursuant to this authority, establishes the missions, adopts strategic plans, makes educational policy, appoints presidents and other institutional officials, reviews and approves budgets for submission to the Governor and General Assembly, establishes and oversees annual operating budgets and personnel policies, pursues public policy and budget priorities, reviews and approves academic programs, and adjudicates disputes. The staff of the Board, headed by the Executive Director, is located in Urbandale. Board staff provide support for the Board, including review and analysis of all budget and policy proposals, and preparation of recommendations to the Board.

D. Operating Guidelines for the Legislative Liaison Function

3. The development of legislative strategy is the responsibility of the Board and the Board president in consultation with the Executive Director, Director, Public Affairs, and the institution heads.

5. Because of the inherent complexity of the legislative liaison function and the possibility of misunderstanding, it is essential that open lines of communication be developed and maintained. To that end and to avoid the evolution of institutional initiatives inconsistent with Board policy, regular conferences should be held. Participants shall include only the Board president, the Executive Director, the Director, Public Affairs, the institutional heads, other Regents and others as determined by the Board president, and the legislative liaison representatives.
6. The institutions acknowledge the preeminence of the Board's policy-making authority and its responsibility for institutional governance. As plans for legislative and other initiatives are developed by the Board, the institutional leadership will have the opportunity to represent their thoughts and to attempt to influence the Board's decisions. However, when the Board has adopted a legislative policy or strategy, the institutional leadership will support accept this policy or strategy and work as requested to represent it to legislative and other officials.

President Forsyth suggested the Regents' proposed changes to the Policy Manual §1.03 revisions be considered as a first reading at this meeting, with final approval to take place at the September meeting.

MOTION: Regent Nieland moved to direct the Board Office to incorporate the Policy Manual §1.03 changes agreed to by the Board, to be presented for final approval at the September Board of Regents meeting. Regent Becker seconded the motion. MOTION CARRIED UNANIMOUSLY.

MOTION: Regent Downer moved to accept in final form the following revised sections of the Policy Manual: 1.02, 3.01 and 3.03. Regent Becker seconded the motion. MOTION CARRIED UNANIMOUSLY.

(d) Board Office Personnel Transactions.

Executive Director Nichols stated that, per the request of the Public Policy Task Force, the Board was presented with the timetable for Dr. Robert Barak's retirement, a recommendation to hire Gary Steinke for the position just created of Deputy Executive Director and Director, Public Affairs. The Board was also notified of the resignation of a staff member within the Legal Affairs department.

MOTION: Regent Neil moved to approve the Board Office Personnel Register which included the following actions: Retirement of Robert J. Barak, Deputy Executive Director and Director, Academic Affairs and Research, effective January 13, 2005; Appointment of Gary Steinke as Deputy Executive Director and Director, Public Affairs, effective August 30, 2004, at an annual salary of \$125,000 plus the usual fringe benefits; and, Resignation of Elaine Newell, Assistant Director, Legal Affairs and Human Resources, effective August 13, 2004. Regent Rokes seconded the motion. MOTION CARRIED UNANIMOUSLY.

(e) Board Office Table of Organization.

Executive Director Nichols presented a revised table of organization for the Board Office, which he said provided a graphic depiction of the personnel items just approved.

President Forsyth stated the Public Policy Task Force had spent a significant amount of time discussing ways to enhance communication across the Regent enterprise. He asked Executive Director Nichols to address the reporting relationship of the Regent Communications Specialist.

Executive Director Nichols stated that communications is a major item being addressed by the Public Policy Task Force. Included in the transitional plan is a dual reporting relationship of the Regents Communications Specialist, Barbara Boose, with the Executive Director, which is the current reporting relationship, and with the Deputy Executive Director and the Director, Public Affairs Gary Steinke.

ACTION: President Forsyth stated the Board received the Board Office Table of Organization, by general consent.

(f) Board Office FY 2005 Budget Revisions.

Executive Director Nichols presented the proposed revisions to the FY 2005 budget of the Board Office, necessitated by the earlier actions of the Board

Regent Arbisser asked that the consulting costs for Carol Bradley be shown as a separate line item.

President Forsyth discussed the concept of budget neutrality in the recommendations adopted by the Board. Other than the approximate \$100,000 transitional cost to be incurred during this year, the remaining expenses are the result of moving from centralized to decentralized activities, or vice versa.

President Skorton asked if the institutions will continue to support and supervise the support staff related to public affairs on the campuses. President Forsyth responded that was his understanding. Executive Director Nichols pointed out there was no assumption that the legislative liaisons would be physically located in Des Moines. The liaisons will continue to be located on the campuses so the support staff activity will occur on and be funded by the institutions.

MOTION: Regent Neil moved to adopt the amended FY 2005 Board Office budget, as presented. Regent Rokes seconded the motion. MOTION CARRIED UNANIMOUSLY.

President Forsyth thanked the university presidents for their support throughout this assessment.

**ADJOURNMENT.**

The meeting of the Board of Regents, State of Iowa, adjourned at 11:20 a.m. on Tuesday, August 24, 2004.

  
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Gregory S. Nichols  
Executive Director