

The State Board of Regents met on Tuesday, December 17, 1996, at the Hotel Fort Des Moines, Des Moines, Iowa. The following were in attendance:

December 17

Members of State Board of Regents

Mr. Newlin, President	All sessions
Mr. Arenson	All sessions
Mr. Dorr	All sessions
Mrs. Kennedy	All sessions
Mr. Lande	All sessions
Ms. Mahood	All sessions
Mrs. Pellett	All sessions
Mrs. Smith	All sessions
Dr. Tyrrell	All sessions

Office of the State Board of Regents

Executive Director Richey	Excused
Deputy Executive Director Barak	All sessions
Director Houseworth	All sessions
Associate Director Racki	All sessions
Associate Director Sutton	All sessions
Assistant Director Tiegs	All sessions
Assistant Director Valley	All sessions
Minutes Secretary Briggle	All sessions

State University of Iowa

President Coleman	All sessions
Provost Whitmore	All sessions
Vice President Skorton	All sessions
Vice President True	All sessions
Associate Vice President Small	All sessions

Iowa State University

President Jischke	All sessions
Provost Kozak	All sessions
Vice President Madden	All sessions
Assistant to the President Mukerjea	All sessions
Executive Assistant to the President Dobbs	All sessions
Assistant to the President Bradley	All sessions
Interim Director Anderson	All sessions

University of Northern Iowa

President Koob	All sessions
Provost Marlin	All sessions
Vice President Follon	All sessions
Executive Assistant to the President Gadelmann	All sessions
Assistant to the Vice President Jensen	All sessions
Director Chilcott	All sessions

Iowa School for the Deaf

Superintendent Johnson	All sessions
Director Heuer	All sessions
Interpreter Reese	All sessions
Interpreter Peek	All sessions

Iowa Braille and Sight Saving School

GENERAL  
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Superintendent Thurman  
Director Utsinger  
Director Woodward

All sessions  
All sessions  
All sessions

GENERAL

The following business pertaining to general or miscellaneous business was transacted on Tuesday, December 17, 1996.

Deputy Executive Director Barak introduced Rebecca Stadlman, recently-appointed Director of Human Resources. He said he looked forward to her contributions especially in the area of collective bargaining. Another staff member who was in attendance at her first Board meeting was Dianne Smith who works in the academic affairs unit. He said Dianne has been with the Board for over a year. She provides computer expertise to the Board Office in terms of facilitating staff training and keeping the computers running.

Dr. Barak noted that Barb Briggie, Minutes Secretary, has been serving as Administrative Assistant to the Executive Director since mid-October in addition to her other duties. He expressed appreciation to her for a job well done.

**APPROVAL OF MINUTES OF BOARD MEETINGS OF OCTOBER 16-17 AND NOVEMBER 20-21, 1996.** The Board Office reported that the minutes had not been completed.

**ACTION:** President Newlin stated the Board deferred approval of the minutes of the October 16-17 and November 20-21, 1996, meetings, by general consent.

**CONSENT ITEMS.** The Board Office recommended the Board approve the consent docket, as follows:

Receive the reports on affiliated organizations;

Receive the status report on the Board Office budget for FY 1997;

Receive the schedule of Board meetings;

Refer the proposed name change of the University of Iowa Department of Anatomy to the Department of Anatomy and Cell Biology to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the proposed name change of the University of Iowa Department of Family Practice to the Department of Family Medicine to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the proposed name change of the University of Iowa Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the proposed name change of the University of Iowa Division of Counselor Education to the Division of Counseling, Rehabilitation and Student Development to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the proposed course changes from Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the request to discontinue the Mineral Resources Graduate Minor program at Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;

Refer the proposed name change and expanded mission for the Instructional Resources Center at Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation;  
and

Refer the request for a new Center for Family Policy at Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

Regent Dorr referred to the request for a new Center for Family Policy at Iowa State University and said it appeared that the funding would come from general university funds.

President Jischke responded that the proposed center will bring together a group of faculty who are interested in issues of family and family policies. The proposal was an attempt to create a research focus in that department. One of the charges to the new department leader is to strengthen research activities. University officials believe this is a very good development. The center is being funded within existing resources.

Provost Kozak noted that faculty from departments outside that particular department will also participate.

**ACTION:** President Newlin stated the Board approved the consent docket, as presented, by general consent.

**INTERINSTITUTIONAL COMMITTEE ON EDUCATIONAL COORDINATION.** (a) Annual Report on Libraries. The Board Office recommended the Board receive the report of the Interinstitutional Library Committee.

Regent university librarians meet as an interinstitutional committee to consider matters pertaining to the coordination of library resources.

During the past year, Regent university libraries continued efforts to cooperate with the state library system to provide on-line access to all lowans.

Regent universities' libraries continue to explore opportunities to coordinate efforts at book preservation, collection development, database sharing, and responses to technological advances in information systems.

Regent librarians work within the strategic plans of their individual institutions as well as forging interinstitutional plans for the advancement of library services to Regent institutions.

The report, which is on file at the Board of Regents Office, provided:

- an environmental scan of library services, assistance to educational services, and relationship to research goals of the Regent universities;
- the strategic directives that guide interinstitutional cooperation, accomplishments, and future plans; and

- individual university accomplishments and goals.

Director Eaton reviewed the annual library report with the Regents. She noted that the report updated the environmental stance from earlier reports and tied it into the strategic plans of the three universities. The report focused on how dramatically technology is providing the libraries with new opportunities. Many of the action items have to do with technology. Areas highlighted in the plan include new uses of collection management tools to coordinate serial titles and preservation of collections that are starting to age.

Regent Tyrrell thanked everyone concerned for the changes in the libraries resulting from the availability of technology. He questioned how technology would affect the number of volumes and journals to which the universities subscribe.

Director Eaton said it was important to distinguish technology from the economics around technology. The technology is easier to deal with although technology changes quickly. She said information is a sole source commodity. It is very difficult to create competition. The publishing industry is unsure about pricing. Publishers are creating obstacles in the availability of materials. She cautioned that there not be a misunderstanding that publishers will price materials that can be accessed through technology in a way that will save universities money. Copyright legislation is under review which is not favorable to higher education. At the present time it is permissible for libraries to exchange materials between themselves without charge; that opportunity may be eliminated.

Regent Dorr asked on the average systemwide what percentage of undergraduate students are given intensive training in the utilization of technology. Director Eaton responded that all three libraries have instructional programs. At Iowa State University there is an undergraduate requirement that all freshmen take a research course within the library. The course includes how to get on the Internet.

President Newlin asked how long the university librarians had been coordinating and cooperating. Director Eaton responded that the effort had been more intensive in the last 8 to 10 years since the three universities hired new library directors. The library directors and their staffs work very well together.

ACTION: President Newlin stated the Board received the report of the Interinstitutional Library Committee, by general consent.

(b) Post-Audit Report on B.S. in Agriculture, ISU. The Board Office recommended the Board receive the post-audit report on the Off-Campus Bachelor of Science Degree Program in Agriculture and approve the continuance of the program.

Iowa State University officials prepared a post-audit report on the Off-Campus Bachelor of Science in Agriculture. The report was reviewed by the Interinstitutional Committee on Educational Coordination and the Board Office and both recommended approval.

The Off-Campus Bachelor of Science degree in Agriculture was proposed five years ago to provide an opportunity for individuals to achieve their educational goals using distance learning technology. The individuals to be served by the program are agriculturists who due to individual situations and/or obligations cannot participate in any on-campus program.

The report indicates that the program meets or exceeds all of the Board's criteria. The program does not duplicate any program offerings in the state and the program relies on partnering with the community colleges. Enrollments in the program are less than anticipated but appear to be sufficient to sustain a viable program. There are 46 majors who are progressing toward a degree. Enrollments are expected to continue to grow, eighty majors are anticipated in Fall 1999. As might be anticipated in this type of program, the students who have dropped out of the program site -- home and/or financial situation, time constraints, personal problems and job relocation.

Graduates of the program have found employment in the field, typically they are already employed. A survey of graduates found some going on to the graduate school and new job opportunities, several have indicated that they have improved their farming operations as a result of knowledge acquired in the program. Costs of the program are consistent with those proposed when the program was initially approved.

Regent Pellett asked at how many locations the program was being offered. Provost Kozak responded that there were 14 locations.

Regent Kennedy asked for a listing of the locations. Provost Kozak responded that he would locate that information and provide it to the Regents.

MOTION: Regent Smith moved to receive the post-audit report on the Off-Campus Bachelor of Science Degree Program in Agriculture and approve the continuance of the program. Regent Kennedy seconded the motion. MOTION CARRIED UNANIMOUSLY.

**REPORT ON MEETING OF IOWA COORDINATING COUNCIL ON POST-HIGH SCHOOL EDUCATION.** The Board Office recommended the Board receive the report on the December meeting of the Iowa Coordinating Council for Post-High School Education (ICCPHSE).

The Council agreed to take no action on several programs proposed by the Mercy School of Health Sciences pending some further information from Mercy.

The Council delayed action on the Medical Transcription program from the American Institute of Commerce pending receipt of additional information.

The Council approved programs in Surgical Technology at Kirkwood Community College and the M. A. in Technology-Industrial Training and the Master of Music in Music Education (Off-Campus) for the University of Northern Iowa.

A brief report on the Articulation Committee was presented to the Council that noted the group's work in developing a revised brochure on articulation and a conference on articulation to be given next spring.

A brief report on the ICCPHSE Strategic Planning Committee noted some progress by that group in the development of a plan that addresses issues related to competition in higher education. This committee plans to complete its work by the February meeting of the Council.

**ACTION:** President Newlin stated the Board received the report on the December meeting of the Iowa Coordinating Council for Post-High School Education, by general consent.

**GOVERNANCE REPORT ON FACULTY TENURE.** The Board Office recommended the Board (1) receive the reports; (2) request that the Board Office and the institutions take steps to adopt compatible definitions and methodologies in the preparation of both this governance report and the annual governance report on affirmative action; and (3) confirm the Board's previous request that the institutions study and address the full scope of issues raised in the Pappas report regarding faculty.

The Regent universities' annual governance reports on faculty tenure presented information on the operation of the tenure system at each university and included a current, detailed statistical breakdown of all faculty appointments in each department and college by rank, tenure status, gender, and minority status.

Tenure density and distribution patterns at Iowa State University and the University of Iowa have remained relatively stable over the past decade. The tenure patterns at the University of Northern Iowa have shown somewhat greater variation, in part reflecting the greater flexibility of a smaller, comprehensive university.

The number and percentages of tenured and tenure-eligible women and minority faculty have increased in recent years. Two-thirds of minority faculty and 64 percent of female



faculty are tenured, among those women and minorities eligible for tenure at the three institutions.

The percentage of tenured faculty among all those eligible for tenure is 82 percent at Iowa State University, 78 percent at the University of Iowa, and 73 percent at the University of Northern Iowa.

In response to a recommendation of the Pappas report, officials of each university are currently engaged in a comprehensive review of the standards, criteria, and procedures it applies to evaluate and develop its faculty, including aspects of the tenure process and post-tenure review. Committees are at work on each campus to assure that the Regent institutions continue to maintain faculties of the highest caliber that are capable of responding to the current and future needs of higher education.

The changing structure of and demands on higher education have focused renewed attention on tenure policies, which have never been immune from criticism. Active discussions of tenure are occurring at both national and state levels.

Regent Tyrrell asked if a study of faculty tenure policy was underway at each of the institutions at the present time. Associate Director Sutton responded affirmatively, stating that each campus had established faculty committees to review the standards, criteria, and procedures used in the tenure process.

Regent Tyrrell asked when the Board could expect to receive the reports of the committees. Deputy Executive Director Barak said the reports are due in May.

Regent Tyrrell referred to the following statement in the docket memo and asked for amplification of it:

Some students of higher education have contended that advanced applications of telecommunications technologies will significantly redesign the existing structure of university faculties. New forms of distance education may challenge traditional roles and organizational models in academe.

Associate Director Sutton responded that it referred to a statement the Board heard in September when Dr. Connick made a presentation on distance education and discussed some of the implications that distributed learning could have on faculty in Maine. It is conceivable that distance learning technology will allow different configurations of the ways in which curriculum is delivered, allowing the universities to tap into expertise available not just on their own campus but on other campuses as well.

Regent Tyrrell asked if this has been made part of the charge to the campus committees that are studying faculty tenure. Dr. Barak responded that the charge to the committees is related to the recommendation in the Pappas report. Associate Director Sutton said it was his understanding that faculty are attentive to these developing issues of distance education and are considering the ways in which it will impact future structures.

Regent Dorr asked at what point do management and faculty begin discussing the differentiation between academic freedom and performance-based compensation. He questioned whether the guise of academic freedom facilitates the continuing employment of people who perform less well than what would normally be accepted. At what point do they begin differentiating between maintenance of academic freedom and a true performance-based evaluation system?

President Jischke stated that Iowa State University has a performance-based evaluation system which is performed annually on each faculty member. Whether the system could be improved upon, he said it could, which is what they are doing in response to the Pappas recommendations. He said faculty compensation reflects the market and performance. There are substantial differences in the compensation afforded faculty based on their competence and performance. Secondly, he said he was not sure about the link that Regent Dorr was trying to draw between performance-based compensation and academic freedom. However, he stated that academic freedom and its protection are very important to an excellent university. In the absence of academic freedom, at Iowa State University, for example, Nobel Prize winners would be lost. He said his personal opinion regarding tenure is that it helps to encourage bright young people to consider devoting their lives to fields where they might not be able to find alternate employment.

President Coleman said the University of Iowa does have a performance-based compensation program. There are variations in faculty salary. She agreed that they could do better and that is what university officials are encouraging the faculty committee to develop. They will develop a full-range portfolio of what a faculty member does. With regard to the concept of academic freedom, she discussed her personal experience at the University of Kentucky. She said Kentucky is one of the biggest tobacco growing states in the U.S. There were state legislators who did not want scientists of the University of Kentucky studying the effects of tobacco. She stressed that there are times when it is unpopular to study certain areas; however, there needs to be a place where people can carry out those studies.

President Coleman stated that they all want to have excellent faculty and to evaluate those faculty seriously. No one wants to tolerate people who are not working up to their abilities.

Regent Kennedy asked for an explanation of why Iowa State University had the smallest percentage of non-tenure track faculty among the three Regent universities. President Jischke stated that in the mid-1980s a conscious decision was made to improve the competitiveness of faculty salaries. A gap of about 15 percent was eventually bridged. That bridging was done by a combination of state appropriations, higher-than-usual tuition increases and downsizing. Once those efforts were done, the faculty numbers at Iowa State University stabilized. With regard to non-tenure track faculty the reduction in numbers was fairly dramatic. He said it was largely due to the policy decision to achieve competitive salaries.

Regent Lande referred to the following statement in the docket memorandum and asked what was considered "adequate cause":

Tenure is a contractual employment status under which faculty appointments are continued indefinitely. At most institutions, tenured faculty are often subject to dismissal only for adequate cause or financial exigency.

President Coleman stated that at the University of Iowa if a faculty member were engaged in an illegal activity it would be considered adequate cause. If a faculty member were engaged in an activity with a student in violation of the moral turpitude standard it would be considered adequate cause. There is now underway a study through the Faculty Senate for the development of new guidelines regarding incompetence in the classroom. She asked Sheldon Kurtz, Faculty Senate President, to briefly describe those discussions of the faculty, which he did.

President Jischke addressed the question of "adequate cause" at Iowa State University. He said such causes would include scientific misconduct, academic dishonesty, and not carrying out their duties. He noted that tenured faculty have been dismissed at Iowa State University during his tenure as president.

**ACTION:** President Newlin stated the Board, by general consent, (1) received the reports; (2) requested that the Board Office and the institutions take

steps to adopt compatible definitions and methodologies in the preparation of both this governance report and the annual governance report on affirmative action; and (3) confirmed the Board's previous request that the institutions study and address the full scope of issues raised in the Pappas report regarding faculty.

**REPORT OF PROFESSIONAL DEVELOPMENT ASSIGNMENTS.** The Board Office recommended the Board receive the report on professional development assignments completed during the 1995-96 academic year.

The Regent universities' professional development assignments are awarded competitively after a stringent review process in which the faculty member submits a plan of professional activities for the assignment period, and then completes a timely and thorough report on the accomplishments and results of those activities upon completion of the assignment.

Professional development assignments provide a release from regular campus duties in order to conduct research, write books and articles, develop curriculum materials, create artistic works, develop and write grant proposals, and pursue other professional activities that benefit from a dedicated period of time free from normal obligations and responsibilities.

Faculty are required to return to work at the Regent universities for at least two years following the completion of an assignment.

Although general principles of each university's professional development program are similar, specific policies and procedures differ.

In September 1993 the Board approved recommendations for faculty development assignment processes and these have been implemented at each university.

A total of 157 faculty, distributed as shown in the table below, were on professional development assignments during 1995-96:

University	Number on Assignment
University of Iowa	87
Iowa State University	48
University of Northern Iowa	22

Faculty on university-funded professional development assignments in 1995-96 constituted 4.9 percent of all tenured and probationary faculty at the University of Iowa, 3.3 percent at Iowa State University, and 3.6 percent at the University of Northern Iowa.

The total number of Regent faculty participating in professional development assignments had been decreasing in recent years, but 1995-96 witnessed a reversal of this trend, as shown in the following table. These figures include some faculty who had deferred their awards from a previous year.

Year	Number of Faculty on Assignment
1990-91	208
1991-92	189
1992-93	177
1993-94	158
1994-95	141
1995-96	157

The following table shows total salary, fringe benefit, and replacement costs for the 1995-96 professional development assignments.

University	Salary & Benefits	Replacement Costs	Total
University of Iowa	\$3,693,374	\$121,500	\$3,814,874
Iowa State University	\$1,923,036	\$101,011	\$2,024,047
University of No. Iowa	\$ 756,137	\$166,446	\$ 922,583
Regent Total	\$6,372,547	\$388,957	\$6,761,504

The University of Iowa provided an additional \$77,910 in research-related expenses for the twenty individuals designated as Faculty Scholars in 1995-96.

Regent Tyrrell referred to the percentage of male and female faculty who received developmental assignments. He said the figures did not have much meaning unless there was an indication of whether the percentages were proportional.

Associate Director Sutton responded that the percentage was slightly weighted more toward males. He noted that with this relatively small a group, two to three people can change the percentage.

Regent Tyrrell asked about the percentages of faculty of color who received developmental assignments. Associate Director Sutton responded that the Board Office did not report percentages of faculty of color who received developmental assignments because one to two people would change the percentages dramatically.

Regent Dorr asked how the number of developmental assignments granted compared with peer institutions. President Coleman said she was delighted when she came to the University of Iowa to discover that the program of developmental assignments was actively used by faculty. She noted that it was an appropriately competitive process of selecting faculty for participation. A study of the product of the developmental assignments indicated that a large number of courses had been redesigned and that the assignments were being appropriately used.

Provost Whitmore stated that the University of Iowa faculty senate commissioned a study for the years 1992-95 for faculty who received developmental assignments to determine the productivity of those assignments. The study revealed a number of remarkable accomplishments. It was found that 268 courses were created or modified including 31 new undergraduate courses and 46 new graduate courses. The rest were significantly modified courses. The productivity of research has increased. In terms of service, the study found that 66 percent of the faculty said the work they did made an impact on the state in some kind of teaching or sharing component. Eighty percent of the faculty said the developmental assignment program was one of the reasons they stayed at the University of Iowa and 60 percent said it was one of the reasons they decided to join the faculty.

Regent Dorr stated that in this whole discussion these are issues that tend to create skepticism in the public. He said it would be appropriate for university officials to amplify some of the rationales for the developmental assignment program in order to give the taxpayers and general public some understanding that the program in the long-term is beneficial for everyone.

Regent Pellett said she agreed with the need to educate the public about the productivity of the developmental assignments program. The comparison to peer institutions, the impact on faculty productivity, the supplementary materials each of the faculty prepares which lays out exactly what they did, and the policy of assignment requests being reviewed by department chairs, deans and the provost's office would all be useful information.

President Newlin said there appeared to be consensus that it would be useful to provide information to the public. Therefore, he asked that the information be made available through the Board Office.

Regent Lande referred to Associate Director Sutton's comments that there would be methodological flaws because small numbers would change drastically the percentages. He said that may mean that the one or two changes should be made. They should recognize that small changes may make big differences.

Associate Director Sutton responded that the percentages would certainly be included in subsequent reports, at Regent request.

Regent Smith suggested that it may be preferable to provide the Regents with the numbers and not necessarily percentages.

Provost Kozak stated that at Iowa State University there were 39 men and 14 women who received developmental assignments. He said the point was well taken that the numbers may be more meaningful than the percentages.

Associate Provost Altmaier stated that at the University of Iowa for 1995-96 there were 87 faculty who received developmental assignments; 14 were female and 9 were minority. With regard to the university's request for next year's developmental assignments, she said 21 percent were for women which matches exactly the percentages of women tenured faculty.

Provost Marlin said she did not have the data for the University of Northern Iowa for last year but she did have the data for the upcoming year. Of the applicants, 33 were men and 11 were women which was roughly comparable to the percentage of tenured faculty. Of those faculty recommended for developmental assignments, 18 were men, 6 were women and 3 were minorities, which she noted was a slight over-representation of minorities.

**ACTION:** President Newlin stated the Board received the report on professional development assignments completed during the 1995-96 academic year, by general consent.

**REQUEST FOR PROFESSIONAL DEVELOPMENT ASSIGNMENTS.** The Board Office recommended the Board approve the requests for professional development assignments for 1997-98.

Officials of the Regent universities submitted requests for 179 faculty professional development assignments for 1996-97. The distribution of assignments approved by the Board for the past two years and requested for 1997-98 are as follows:

University	Approved 1995-96	Approved 1996-97	Requested 1997-98
University of Iowa	96	89	95
Iowa State University	53	46	60
University of Northern Iowa	23	25	24

Total	172	160	179
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Total costs of the assignments including salary and benefits for award recipients and the costs of hiring replacements are estimated at \$8.5 million.

University	Number of Leaves Requested	Estimated Salary and Benefits	Estimated Replacement Costs	Estimated Total
SUI	95	\$4,359,258	\$110,000	\$4,469,258
ISU	60	\$2,986,156	\$ 86,200	\$3,072,356
UNI	24	\$ 844,903	\$166,446	\$1,011,349
<b>Total</b>	<b>179</b>	<b>\$8,190,317</b>	<b>\$362,646</b>	<b>\$8,552,963</b>

University of Iowa officials project an additional \$68,000 in research-related expenses for 17 Faculty Scholars and 2 Global Scholars.

These requests represent support for 5.4 percent of the total tenured and probationary faculty at the University of Iowa, 4.1 percent of those at Iowa State University, and 3.9 percent of those at the University of Northern Iowa.

Frequently not all of the requested assignments are actually used as scheduled; some are canceled and some may be postponed to a subsequent year.

The estimated average replacement costs per faculty member are \$1158 at the University of Iowa, \$1437 at Iowa State University, and \$6935 at the University of Northern Iowa.

Faculty requested professional development assignments for a wide variety of purposes including conducting research in the United States and other countries, preparing scholarly publications and writings, developing new curricula and instructional materials, and composing artistic works.

As part of its faculty development efforts emerging from its strategic plan, last year University of Iowa officials established a new pilot initiative known as the Global Scholars program. It is designed to provide development opportunities for faculty members with established research and teaching records to focus on the international aspects of their professional work. Similar to the Faculty Scholars program, Global Scholars receive a half-time release for two years; they are expected to spend a part of their assignment in another country.

Regent Tyrrell asked if the developmental assignment costs were included as part of the approved budget. Provost Marlin responded that they were.



Regent Tyrrell referred to the quality of developmental assignment projects and asked how university officials deal with a situation if one year they have a group of requests they feel are of quality but which represent a cost higher than what is budgeted.

Provost Marlin responded that assignments are granted on the basis of quality. Some may have to be deferred for another year if the budget is not adequate to grant all deserving assignments in any one year. She said the contribution the faculty member is able to make as a result of the assignment is the final determinant.

President Coleman stated that the granting of a developmental assignment is not a right. The assignment plans are carefully examined by a committee. She was very proud of the good work that is done by the committee.

Provost Kozak stated that at Iowa State University most of the decisions on granting developmental assignments are made at the dean level. The deans provide the resources if they think there are faculty whose developmental leaves deserve to be supported. If an assignment cannot be accommodated within a college's budget, the dean may make special request to the provost's office on behalf of deserving faculty.

MOTION: Regent Tyrrell moved to approve the requests for professional development assignments for 1997-98. Regent Mahood seconded the motion.  
MOTION CARRIED UNANIMOUSLY.

**PROGRESS REPORT ON ORGANIZATIONAL AUDIT.** The Board Office recommended the Board receive the status report from MGT of America, Inc.

MGT's November report consisted of the following items:

- Conducted additional interviews with key state legislators.
- Completed interviews with representatives from 10 of the 13 comparable governing boards. MGT is attempting to complete the remaining three interviews and conduct some follow-up calls to other boards to clarify their responses.
- Completed a review of the current automated system for requesting, transmitting, storing, and retrieving information.

President Newlin stated that the Organizational Audit Oversight Committee had met the previous day. MGT representatives are continuing to make progress on various assignments. Interviews of state leaders was now complete. Surveys of other state

boards was nearly complete. The on-site review of the Board Office automation was completed. He said MGT was preparing for the retreat that will occur in January and which will focus heavily on the mission, vision, values and culture of the Board as well as the goals and strategies.

Regent Tyrrell stated that Mr. Boutwell of MGT indicated that he would try to get the background materials for the retreat to the Regents about 10 days ahead of the retreat.

**ACTION:** President Newlin stated the Board received the status report from MGT of America, Inc., by general consent.

**STRATEGIC PLANNING FOR DISTANCE EDUCATION.** The Board Office recommended the Board receive the presentations.

This was the fourth in a series of discussions the Board is holding to consider issues related to distance education. The Board has committed itself to develop a strategic, future-oriented approach to distance education and to adopt any appropriate policies to support that effort.

This month's discussion focused on the current and potential uses of distance education and information technology at the two Regent special schools and more broadly within the state's K-12 educational structure.

The heads of the special schools made brief presentations to the Board.

Representatives of K-12 education from the Iowa Department of Education were invited to address the Board. The following individuals, two of whom met with Regents last month on community college issues in distance education, made brief presentations:

Frederick M. (Ted) Stilwill, Director, Iowa Department of Education

Richard Gross, Instructional Technology Consultant, Office of Technology, Iowa Department of Education

Judy Jeffrey, Administrator, Division of Elementary and Secondary Education, Iowa Department of Education

The uses of distance education in K-12 settings differ in many ways from those in post-secondary environments. These largely reflect the distinct missions and needs of those institutions. The Regent special schools, for example, are starting to apply

telecommunications approaches to their outreach efforts that serve hearing- and sight-impaired students throughout the state.

As noted last month, nearly half of available ICN classrooms are in K-12 settings. However, K-12 institutions currently account for less than a quarter of ICN usage. Partnerships and collaboration among all levels of education may help align the supply of facilities with programming demand to serve all Iowa residents more efficiently and effectively.

As directed by the Board at its October meeting, the Interinstitutional Committee on Educational Coordination (ICEC) and the Board Office are reviewing the draft plan for off-campus programming proposed by the State Extension and Continuing Education Council. The ICEC and Board Office reviews are taking into consideration the variety of perspectives, concerns, and proposals shared with the Board during the past four months of strategic planning discussions.

On December 9 Governor Branstad announced "ACCESS Education Through Distance Learning" as one of three major education initiatives for 1997. This effort is designed to expand higher education opportunities for all Iowans. The Governor clearly affirmed his strong support for a collaborative distance education posture by the three major higher education sectors that will benefit all Iowa residents. This initiative will be carefully considered in the development of a revised distance education plan.

Mr. Stilwill stated that Iowa's K-12 schools have done relatively well in the past at educating students for the work place; however, a much higher skill level will be required of students in the future. He noted that an increasing number of students were coming to K-12 education with special needs.

Mr. Gross addressed some of the distance learning initiatives that have taken place in the past and upon which other initiatives are being built. In 1983 Kirkwood Community College offered the first post-secondary enrollment options courses to two high schools. He said the majority of the distance learning partnerships between K-12 and higher education have been with community colleges although that is changing. Many initiatives have been growing. The primary programs seen today are post-secondary enrollment options programs. Other areas include career exploration, school-to-work programs and high school completion. He found it interesting that because of new instructional strategies the seams are eroding between kindergarten-junior high-high school and higher education. He said an important new area is curriculum development mainly because of the Star Schools grants for teacher training particularly in the area of technology and distance learning.

Mr. Gross presented a strong recommendation for a coordinated higher education response to K-12 distance education initiatives. He said the coordination is beginning somewhat through Star Schools and other grants and initiatives. He stressed the importance of finding ways to further coordinate the response in anticipation that the grant initiatives will not last forever. He said the Iowa Technology Learning Community would represent a consortia of higher education institutions in the state working together in partnership with K-12 institutions to provide a focused and coordinated response to needs in the area of technology and distance learning. Activities would include staff and faculty development, sharing of curricular expertise, faculty mentoring, and preservice education. He said research was another major area. The second year of the Iowa Showcase on Technology project was just being completed. The project highlights K-12 teacher applications of technology in the classroom. This year 600 examples of classroom technology applications were presented.

Mr. Gross said he truly believed that in the future things will be happening so quickly that no single institution will be able to stay ahead of the curve. A coordinated and focused response is vital to continued advancement in the area of technology and school improvement.

President Newlin asked Mr. Gross for an explanation of the Star Schools project and other initiatives for which federal funding is received, which he provided.

Mr. Stilwill stated that federal funding sources typically support a particular program such as vocational education and special education. Recent changes have provided more flexibility in the use of federal funds primarily in the area of instructional improvement directed toward mathematics, science and communication skills.

Ms. Jeffrey discussed the current needs, emerging technology and some of the initial steps to address student learning, teacher learning and technology in K-12 classrooms. She described some of the changes that are occurring in classrooms across the state. There is more collaboration among teachers and students which permits them to engage in meaningful learning and challenging real life tasks. She stated that the school improvement process is crucial to providing the necessary skills for students as they enter the 21st century work force. Professional development opportunities must be available to teachers. Questions to be addressed include whether students will be engaged in learning and whether the strategy will produce results in the students. Teachers have to be prepared to link new knowledge with prior knowledge. Teachers must be co-learners and co-investigators with students. She said the co-role is beginning to occur in classrooms as it relates to technology. Teachers also need to be prepared to determine the effectiveness of software. Technology needs to be viewed as an integral part of the school improvement process.

Mr. Stilwill stated that the Iowa education system is perhaps the best in the nation. However, that simply is not good enough. He said schools which are the work place for students and the work place for teachers have not changed much in the last 50 years which would not be an acceptable standard for health care, for example. He said students have dramatically changing needs. The educational system has to be able to respond quickly to change. He sought the Regents' support for a coordinated effort as they move forward while acknowledging that the cooperation with Regent institutions has been outstanding in the past. They must manage their assets even more effectively than they have. He said Iowa enjoys strong educational assets and a very high degree of community ownership of those assets.

Regent Dorr said there has somehow been a collective embrace of the concept of technology. He asked on what basis was the assumption made that this emphasis on technology is going to solve all these issues? Are they at risk of putting such a great emphasis on technology that they lose focus on the need to teach students, particularly K-8 students, the basic skills. He was concerned that technology was being considered as an all-encompassing solution based on very little research.

Mr. Stilwill said that during the recent history, 20 to 30 years, there has been a series of initiatives where educators flock to a solution. He described the initial entry into educational technology and the introduction of the Iowa Communications Network around the notion of distance learning. What educators are finding is that the ICN provides much more than just interactive classroom capability. Those other avenues are being explored and found that some work very well. With regard to the acquisition of technology, typically students know more about technology than the adults around them. Technology is a tool to enhance teaching and learning just as technology has enhanced our work in the work place. There is a need to personalize instruction to meet individual student needs. Technology frees student and teacher to access information independently.

Regent Pellett asked about the economics around providing professional development for teachers and whether funding would come from local school districts or state appropriations.

Mr. Stilwill stated that he did not think that anyone was under the impression that funding for education will increase dramatically any time soon. He believes that educators have to demonstrate that they have used the existing funding well. School districts have available to them several basic and discretionary funding options, the greatest of which is a state program called the Educational Excellence Program. It basically is the equivalent of \$800/teacher. Those funds are provided to school districts that establish plans for program development and professional development focused on improving student achievement. He said the first task is to reduce the fragmentation of

how we look at available funds. For example, special education and Title I funding is only available for teachers who support those students. They need to look at broad-based solutions that will encompass much broader categories. They cannot look at school-to-work as a solution for students who may not be headed for a 4-year degree because school-to-work funds need to support all students across the board. Educators are pursuing flexibility in federal regulations and state regulations to ensure that school districts can look at a much more focused planning effort.

Mr. Stilwill stated that considerable assets are currently available for the Educational Excellence Program. The legislature has appropriated an additional \$30 million/year for the next 5 years for schools. The legislation forces schools to reprioritize where they are spending the money. He said those funds are the first avenue of financial support to be pursued.

Mr. Gross stated that partnerships are fundamental to the future of education. The notion of expanded partnerships includes public and private partnerships. He gave an example of the University of Northern Iowa's Talent on-Line program as an activity that can be brought to bear for Iowa schools.

Regent Kennedy asked if there was a suggestion that the Regents could partner with K-12 districts to make distance education more easily accessible by the individual schools. Mr. Gross said that was part of it. For the last few years when the question has been asked how can different players interact on the Iowa Communications Network, suggestions have included course offerings for graduate credit for instructors. He hoped that in the future an even broader array of opportunities could be made available.

Regent Kennedy asked what Mr. Gross envisioned as possible funding sources. Mr. Gross suggested they would have to develop some resources. He said Star Schools funding has been very helpful. U.S. West grants have also been helpful. However, at some point they must have dialogue about how to sustain the advantages of partnerships in view of the inconsistency of grant programs.

Regent Mahood asked, assuming there is agreement between the Board of Education and Board of Regents to form a partnership, how are the individual partnerships initiated between the school districts and Regent universities?

Mr. Stilwill responded that a supplier network would need to be developed. He said the delivery mechanism probably resides in the system of area education agencies. There has to be a geographic presence close to the customer on a day-to-day basis. He said that was the kind of support that was really needed.

Regent Pellett said she thought that technology would eliminate the issue of geographic location. Mr. Stilwill responded that technology would help. However, there needs to be some face-to-face planning and development opportunities.

Regent Lande stated that technology affects and changes every area of our lives. He said there are people in the school districts providing educational assistance. They were discussing adding technology to what is currently in place. He cautioned that they cannot use as one of the reasons for doing that a diminution in people resources. Technology may be an additive to what is currently in place.

Regent Dorr expressed concern about the teaching of composition skills. He said he was skeptical that technology could greatly facilitate the learning of composition skills.

Mr. Stilwill responded that a broader range of students will be able to acquire more advanced proficiency in composition skills if they use a word processing program. Students will be able to compose text more quickly and also be able to edit text more easily which will improve their overall writing skills. For those students who have difficulty with manuscript kinds of writing, the presence of a keyboard instead of a pen significantly changes their ability to write.

Mr. Gross stated that much research has been done in the last 3 to 4 years on collaborative writing programs made possible because of software developments and networking. Research has shown some remarkable impact on students' composition and writing ability. Collaborative writing programs allow students to share on line their writing both in progress and post-writing with teachers and other students. They work together as teams in putting thoughts together.

Regent Smith referred to Iowa Code sections 280.12 and 280.18 which require that school improvement plans be focused on student achievement. She asked if it is communicated to local school districts that they need to address technology. Mr. Stilwill responded that as a condition of receiving their share of the \$30 million annual appropriation, school districts must have a technology plan in place.

Regent Smith asked if Phase III funds are geared specifically toward technology integration. Mr. Stilwill said school districts are encouraged to consider that. However, school districts have very different needs.

Regent Smith stated that each of the Regent universities has projects to support teacher training. What is the role of the area education agencies in providing teacher education?

Mr. Stilwill stated that teacher training was not originally a charge to the area education agencies in the Iowa Code. What the agencies have come to do more frequently through their educational services division is to provide teacher training, continuing education, and support for curriculum development. He noted that those efforts have been very different in each of the 15 area education agencies. One of the areas that is required for the area education agencies to address as a core service is technology; to support the teaching and learning process in mathematics, science and communication skills.

Superintendent Thurman noted that there would be similarities between the presentation by Iowa Braille and Sight Saving School and that of the Department of Education. With regard to whether Iowa Braille and Sight Saving School should reach out and touch other schools in the state, he said the issue was the impact on children. The school's purpose is to enable Iowa's students who are blind or visually impaired to function as independently as possible. Distance education efforts serve students and families throughout Iowa by forming partnerships with other programs. The efforts focus on technical assistance and instruction and are an affirmation of the state's support for students who are blind. He said residential schools cannot serve all blind children because the numbers are so high. The most efficient means of providing appropriate education for most students is what the school is now providing through its distance education activities, which he asked Dr. Stewart to address.

Dr. Stewart stated that Iowa Braille and Sight Saving School's outreach program has grown to 12 staff. Five areas of the school's distance education program which he described were orientation and mobility, itinerant teaching, media services, low vision clinics and assistive technology. He said orientation and mobility is one of the most important things a blind child can learn. The school has developed partnerships with 14 of the 15 area education agencies. Orientation and mobility services are now being provided to over 100 children across Iowa. Representatives of four area education agencies have asked that the school provide itinerant teaching services in their areas. With regard to media services, he said materials can be published both in print and Braille so a parent can read to a child as the child reads along. Children can independently access the school's library services and place an order to be delivered to their local library. Low vision clinics serve students who have some useable vision. This year those services have been provided to five locations; 137 children were seen this year. He said assistive technology has affected the learning of blind children as much or more than that of sighted children. School districts are allowed to borrow a piece of equipment from Iowa Braille and Sight Saving School to determine whether the equipment is appropriate for a student before the school district purchases the piece of equipment.



Superintendent Thurman discussed what the school will provide in the future. Three areas need addressed in the future. One will be technical assistance using the Iowa Communications Network and specialized networks to provide support in independent living skills which are not traditionally taught in the public schools. A second area to be addressed in the future is a school-to-work program. He said unemployment of blind adults is over 75 percent which is scandalous. A third area is expanded curriculum for all students across Iowa. The higher technical courses that are generally provided in the public schools are not provided to Iowa Braille and Sight Saving School students. There needs to be an increase in direct instruction. He said technology will not solve the whole problem. Teaching blind students is a hands-on experience. It is time to consider satellite centers that will house staff who will serve a geographic area. There may be a need to perform a demographic study to determine where the students are located. In this regard school officials may work with the area education agencies so that Iowa Braille and Sight Saving School staff do not have to travel as much as they have.

With regard to deaf-blind services, Superintendent Thurman said there needs to be a coordination of professional preparation program from other states. The ultimate goal is to improve the lives and education of blind children.

(The three representatives of the Department of Education excused themselves at this point in the meeting. President Newlin thanked them for their participation.)

Superintendent Johnson discussed the Iowa School for the Deaf's distance education efforts and needs. School officials must choose carefully the opportunities that are currently available for students and must consider their relevance to a student's overall educational program. Needs include real-time captioning. The school's second Iowa Communications Network room allows for greater potential interaction. The school currently has satellite capability. The Iowa State University extension council provides a tremendous array of programs although the school needs to have live interpreters in

the room or real-time captioning. He noted that language development is a problem for people who cannot hear. There is a need to develop library accessibility. Programming through Iowa Public Television does not always offer captioning or interpreters. Staffing IEP meetings across the state with local professionals and parents is made easier through interactive opportunities with teachers.

With regard to specific needs, Superintendent Johnson said there was a great need for the universities to provide staff development opportunities; opportunities for the school's teachers to interact with the universities' staff. Psychological and medical opportunities would also be beneficial. He views the technology tools and distance learning opportunities as rich in potential. Issues he specifically addressed were: 1) volume of programming, 2) staff are extremely in tune to the relevance of programming of student needs, 3) the relevance and timeliness for staff development, 4) technical assistance needs to be available when needed, 5) availability of real-time captioning or interpreters on the screen, 6) a dictionary of everything that is available today.

President Newlin expressed appreciation for the presentations.

**ACTION:** President Newlin stated the Board received the presentations, by general consent.

**REPORT ON UNIVERSITY OF IOWA STRATEGIC PLAN.** The Board Office recommended the Board (1) approve the University of Iowa's revised strategic plan "Achieving Distinction 2000" and (2) request that the University of Iowa develop more specific targets for each of the progress indicators provided in this report.

This report supplements the University of Iowa's strategic plan, "Achieving Distinction 2000," that the Board received in October 1995. This is a supplemental report to the strategic plan that:

- reaffirms the mission and goals set forth in the original plan;
- presents new additions to the plan in three areas: core values, indicators of progress, and strategic focus areas; and
- highlights recent progress toward the institutional goals.

In its planning, in setting priorities, and in making decisions university officials proposed to be guided by five interdependent commitments that constitute its core values. These are:

learning

community  
responsibility  
integrity  
quality

The report contains value statements for each of these five commitments.

The 1995 plan established seven institutional goals. This report provides benchmarks, or indicators of progress, that relate to each goal as listed below.

Although the indicators are largely quantitative, they do not at this point identify specific levels of targeted achievement but rather provide the types of measures that will be used to demonstrate progress toward the goals.

*Progress Indicators for Goal 1: Comprehensive Strength in Undergraduate Programs*

- Percentage of students graduating in four, five, and six years (indexed by ACT score).
- Number and percentage of students participating in scholarship or creative activity and/or in select programs such as honors, study abroad, cooperative education, internships, etc.
- Student ratings of perceived quality of instruction (surveys, evaluation forms).
- Percentage, by discipline, of undergraduate credit hours taught by tenured and tenure-track probationary faculty.

*Progress Indicators for Goal 2: Premier Graduate and Professional Programs in a Significant Number of Areas*

- National program ratings, including National Research Council (NRC) ratings, by discipline; number of programs in top ten among public universities.
- Time to completion of graduate degree programs and/or performance scores on professional qualifying examinations.
- Quality and diversity of admitted students; program competitiveness, ratio of applications to admissions to acceptances.

*Progress Indicators for Goal 3: A Faculty of National and International Distinction*

- Number of faculty (annual and lifetime) awarded any of a specified list of high prestige career awards or elected to scholarly academies.
- Number of faculty receiving external recognition for excellence in teaching.
- Annual/lifetime number of faculty receiving Fulbright, Fogarty, and other international awards.

*Progress Indicators for Goal 4: Distinguished Research and Scholarship*

- Amount of research funding received by the University; number of proposals submitted and percent awarded; percentage of faculty with research support.
- Number of departments and colleges ranking in the top ten percent of public institutions in citation indices (NRC).
- Library rankings.
- Mean monthly news citations of University of Iowa activities (News Services count).

*Progress Indicators for Goal 5: A Culturally Diverse and Inclusive University Community*

- Retention statistics for underrepresented students, faculty, and staff.
- Reports on annual satisfaction surveys from selected constituencies.
- Number of students served by special support and student disability services.

*Progress Indicators for Goal 6: Strong Ties between the University and External Constituencies*

- Reports on satisfaction surveys among Iowans, both alumni and non-alumni.
- Annual attendance at a specified set of cultural, scholarly, and athletic events.
- Non-degree-seeking enrollments in on- and off-campus educational activities.
- Annual amount of private support reported by the University of Iowa Foundation.

- Number of faculty and staff appointments to state, national, and international service panels.

*Progress Indicators for Goal 7: A High-Quality Academic and Working Environment*

- Reports on satisfaction surveys among faculty, staff, students, patients, and visitors.
- Annual campus safety statistics, compared to national averages.
- Amount of deferred maintenance backlog reduced.
- Number of programs and participants in a specified set of services.
- Annual report by the SUI ombudsperson.
- Annual attendance by faculty, staff, and students at a set of scholarly and cultural events.

The report projects four strategic focus areas that will help direct the university's priority efforts in the coming years. The University of Iowa intends to:

- improve student information systems;
- develop a University-wide communications and information system;
- improve professional development and training resources; and
- review selected academic and nonacademic structures and programs.

It was anticipated that in its next report to the Board University of Iowa officials will be able to demonstrate additional progress toward achieving its strategic planning goals, as measured by more precisely targeted benchmarks. Additional information on budget planning and internal reallocation of resources will further illustrate the substantial commitment of the university in implementing its strategic plan.

President Newlin stated that it was a privilege to receive a second presentation relative to a strategic plan of one of the Regent universities. Last month the Regents heard a progress report from President Jischke on Iowa State University's strategic plan. This month they would hear from President Coleman on the University of Iowa's strategic plan. In February the Board would hear from President Koob on the University of Northern Iowa's strategic plan. He said there was probably no endeavor more

important than monitoring and following the strategic plan of the universities other than the selection of a university president.

President Coleman stated that in October 1995 the Board deferred approval of the University of Iowa's updated strategic plan pending her arrival. In March 1996 university officials presented a preliminary strategic plan. At that time she stated that while she endorsed the plan, three elements were missing: 1) core values, 2) indicators of progress, and 3) strategic focus areas. She said it was also important to coordinate the strategic plan with the recommendations of the Pappas report. In May university officials responded to the Pappas report. The redrafting of the strategic plan was now complete. She requested Board of Regents' approval of Achieving Distinction 2000.

President Coleman discussed how the values and indicators were determined. She said the aspiration of University of Iowa officials is to raise the quality of the university to comparable with the best 10 public universities in the country. She reviewed the core values: learning, community, responsibility, integrity, and quality, elaborating on each, and then discussed which indicators are appropriate to measure progress.

President Coleman reviewed each strategic goal with the Regents. With regard to comprehensive strength in undergraduate program, she said there is a correlation between ACT scores and the time it takes a student to graduate. University officials wish to move the 4-year graduation rate closer to 50 percent. She said national rankings of the University of Iowa's programs indicate that the MBA program is in the top 35, the College of Law is rated in the top 6, the College of Dentistry is third in the U.S. and the College of Medicine's primary care program is ranked fifth.

With regard to the goal for distinguished research and scholarship, President Coleman stated that external funding for sponsored programs was one indicator of progress. She said 56 percent of the proposals that are submitted are funded. With regard to the goal for a culturally diverse and inclusive university community, President Coleman said she takes a personal interest in visiting high schools and minority students. She told of two brothers who came to the University of Iowa for graduate education because their advisor went there. In reviewing the goal for strong ties between the university and external constituencies, President Coleman stated that 63 percent of Iowans report that they have been to the University of Iowa Hospitals and Clinics; 97 percent of those who came to University of Iowa Hospitals and Clinics would recommend it to a relative or a friend. With regard to the goal relating to a high-quality academic and working environment, President Coleman stated that progress had been made in addressing deferred maintenance needs. There is 1-1/2 percent renewal by reallocation, tuition and general fund support. The gap is being closed between the target and actual deferred maintenance needs that are addressed. She said the library plaza is fully

accessible to the disabled. University officials are beginning to create a pedestrian campus on the west side of the campus.

President Coleman reviewed the strategic focus areas of the University of Iowa strategic plan. With regard to developing a university-wide communications and information system, she said university officials are in the process of designing a fiber optics project to link all buildings on campus.

Regent Arenson stated that University of Iowa officials had developed a comprehensive set of goals; he hoped they all came to fruition as soon as possible. He asked President Coleman to elaborate on the percentage by discipline of undergraduate credit hours taught by tenured and tenure-track faculty.

President Coleman said the data for the percentage of undergraduate credit hours taught by tenured and tenure-track faculty was in the book provided to each Regent. Clearly in some areas dramatic progress has been made while other areas need further improvement.

Regent Arenson asked if a target percentage had been established for each discipline. President Coleman responded affirmatively.

Regent Kennedy stated that the amount of undergraduate credit hours taught by tenured and tenure-track faculty is an issue about which she most often hears from people in Iowa, especially during a student's first two years of undergraduate education. She encouraged university officials to share the results of these studies with the general population in Iowa. Much good could come from everyone knowing it is the university's number one priority.

Regent Pellett asked how high a priority was placement. President Coleman stated that placement is very important. She said university officials have found that students who use career services have very high placement rates. Graduates of the Colleges of Business and Engineering have high placement rates. In other areas the placement rates are not as high at graduation but the rates increase over the following year. University officials need to encourage all students to use the career services.

President Newlin said he concurred with Regent Arenson that University of Iowa officials had developed a comprehensive plan, and he appreciated the time and effort that went into it. For the future, if targets are going to be established for some benchmarks then they should be established for all benchmarks.

President Coleman responded that some of the benchmarks will have targets and some will not have targets. For those that were not presented today, she would follow up on

what those targets are. If university officials are to present annual progress reports on their strategic plans, she said she would report back before the next presentation. She said those targets could be reported to the Board within the next six months.

President Newlin asked if some targets could be set by February. President Coleman responded affirmatively, noting that the rest could be established within six months.

**ACTION:** President Newlin stated the Board, by general consent, (1) approved the University of Iowa's revised strategic plan "Achieving Distinction 2000" and (2) requested that the University of Iowa develop more specific targets for each of the progress indicators provided in the report.

**LEGISLATIVE ISSUES.** The Board Office recommended the Board request that any suggestions for the Board of Regents legislative program be provided to the Board Office for inclusion in the legislative memo for the January Board meeting.

There were no items to be presented this month.

**ACTION:** President Newlin stated the Board, by general consent, requested that any suggestions for the Board of Regents legislative program be provided to the Board Office for inclusion in the legislative memo for the January Board meeting.

**FEES AND MISCELLANEOUS CHARGES AND PROPOSED PART-TIME TUITION RATES.** The Board Office recommended the Board (1) approve the proposed part-time tuition rates for the Regent universities, effective Summer 1997, as presented; (2) give preliminary consideration to the proposed miscellaneous fees and charges for 1997-98 with final action to be taken at the January Board meeting; and (3) request the Board Office to work with the universities in conducting a review of various course related fees and new charges submitted for Board approval to ensure consistent application and uniform presentation within the Regent institutions, with a report to be provided to the Board prior to consideration of miscellaneous fees for fiscal year 1999.

The proposed miscellaneous fees and charges require statutory notice to students and a waiting period of 30 days before final approval.

The only new fee presented is a \$75 per course surcharge for the University of Iowa evening MBA programs in Newton, Cedar Rapids and the Quad Cities to cover technology-related expenses.



The complexities of fees related to distance education have placed a new challenge on achieving price consistency and uniformity in the presentation of miscellaneous fees and additional fees may be presented at a later date.

Each of the universities proposed a \$1 increase (from \$3 to \$4) for each transcript.

University of Iowa officials requested an increase from \$8,100 to \$8,300 for the Instrument Management System fee that will be charged to the entering class of Dental Students; the fee is paid over four years and the class of 1998 will pay no more than \$8,300. This fee has been routinely raised for each entering class for the past several years and covers the increased costs associated with operating the College of Dentistry instrumentation and central sterilization service and facilities.

Iowa State University officials proposed a \$100 increase (from \$150 to \$250) in the non-refundable Veterinary Medicine Advance Payment assessed student applicants who accept an offer of admission.

An increase in the private music lesson fees at the University of Northern Iowa will make the charges consistent across the universities; the proposed fees are up \$12 (from \$78 to \$90) for 1/2 hour of instruction per week with an increase of \$18 (from \$112 to \$130) for 1 hour of instruction per week.

The Board has asked the universities to work together in setting consistent miscellaneous fee charges across all three universities whenever possible.

Assistant Director Valley reviewed the recommendations with the Regents.

MOTION:

Regent Arenson moved to (1) approve the proposed part-time tuition rates for the Regent universities, effective Summer 1997, as presented; (2) give preliminary consideration to the proposed miscellaneous fees and charges for 1997-98 with final action to be taken at the January Board meeting; and (3) request the Board

Office to work with the universities in conducting a review of various course related fees and new charges submitted for Board approval to ensure consistent application and uniform presentation within the Regent institutions, with a report to be provided to the Board prior to consideration of miscellaneous fees for fiscal year 1999. Regent Lande seconded the motion. MOTION CARRIED UNANIMOUSLY.

**GOVERNANCE REPORT ON AFFIRMATIVE ACTION.** The Board Office recommended that the Board receive the affirmative action reports.

There was a net decrease of 129 women and 13 minority employees at the Regent institutions during the program year from October 1, 1995, through September 30, 1996.

Women appointed to Executive/Administrative/Managerial positions increased a total of two, from 26.3 percent to 26.5 percent of the total work force, increasing by seven at the University of Iowa, decreasing by two at Iowa State University and by three at the University of Northern Iowa.

Minorities appointed to Executive/Administrative/Managerial positions increased a total of five, from 7.3 percent to 8.0 percent of the total work force, increasing by three at the University of Iowa, three at Iowa State University and decreasing by one at the University of Northern Iowa.

Women appointed to Tenured/Tenure Track Faculty positions increased by 17, from 24.0 percent to 24.8 percent of the total work force, increasing by 12 at Iowa State University and by ten at the University of Northern Iowa, and decreasing by five at the University of Iowa.

Minorities appointed to Tenured/Tenure Track Faculty positions increased by four, from 10.8 percent to 11 percent of the total work force, increasing by six at Iowa State University and three at the University of Northern Iowa, and decreasing by five at the University of Iowa.

The tabulations of tenured faculty in the faculty tenure governance reports include academic administrators who hold concurrent faculty appointments. This differs from the methodology used in this annual governance report on affirmative action, which place those individuals in a separate category.

Women appointed to Non-Tenure Track Faculty positions increased by 36, from 50.8 percent to 52.2 percent of the total work force, increasing by 23 at the University of Iowa, by 15 at Iowa State University, by one at the Iowa School for the Deaf, and decreasing by one at the University of Northern Iowa, and by two at the Iowa Braille and Sight Saving School.

Minorities appointed to Non-Tenure Track Faculty positions increased by one, from 14.3 percent to 13.6 percent of the total work force, increasing by two at Iowa State University and decreasing by one at the University of Iowa.

Among non-tenure track faculty, this affirmative action report also excludes appointments that are less than 50 percent and/or unpaid. All faculty appointments are included in the tenure reports.

Women appointed to Professional and Scientific positions decreased by 88, from 61.8 percent to 61.3 percent of the work force, increasing by ten at the University of Northern Iowa, by one at the Iowa Braille and Sight Saving School, decreasing by 95 at the University of Iowa, by one at Iowa State University and by three at the Iowa School for the Deaf.

Minorities appointed to Professional and Scientific positions decreased by 12, from 6.9 percent to 6.8 percent of the total work force, increasing by three at Iowa State University and the University of Northern Iowa, by one at the Iowa School for the Deaf, and decreasing by 19 at the University of Iowa and.

Women appointed to Secretarial/Clerical positions decreased by 56, from 88.0 percent to 88.2 percent of the total work force, increasing by 13 at Iowa State University, ten at the University of Northern Iowa, decreasing by 77 at the University of Iowa and two at the Iowa School for the Deaf.

Minorities appointed to Secretarial/Clerical positions decreased by ten, from 2.9 percent to 2.7 percent of the total work force, increasing by one at the University of Northern Iowa, decreasing by seven at the University of Iowa, by three at Iowa State University and by one at the Iowa School for the Deaf.

Women appointed to Technical/Paraprofessional positions decreased by ten, from 59.7 percent to 60.4 percent of the total work force, increasing by six at Iowa State University, two at the Iowa School for the Deaf, and decreasing by 17 at the University of Iowa and one at the Iowa Braille and Sight Saving School.

Minorities appointed to Technical/Paraprofessional positions remained unchanged from the previous year, from 3.7 percent to 3.8 percent of the total work force, increasing by

one at Iowa State University and Iowa School for the Deaf, decreasing by one at both University of Iowa and Iowa Braille and Sight Saving School.

Women appointed to Skilled Crafts positions increased by four, from 6.9 percent to 7.4 percent increasing by four at the University of Iowa.

Minorities appointed to Skilled Crafts positions decreased by four, from 3.5 percent to 3.1 percent of the total work force, decreasing by one at the University of Iowa and Iowa State University, and by two at the University of Northern Iowa.

Women appointed to Service/Maintenance positions decreased by 34, from 54.0 percent to 54.5 percent of the total work force, increasing by nine at Iowa State University and by two at the Iowa School for the Deaf, decreasing by 45 at the University of Iowa.

Minorities appointed to Service/Maintenance positions increased by 3, from 8.9 percent to 9.2 percent of the total work force, increasing by four at the University of Iowa, by three at Iowa State University, and decreasing by four at the University of Northern Iowa.

#### Minority Tenure/Tenure Track Faculty

African American Tenure/Tenure Track Faculty decreased a total of one, decreasing by five at the University of Iowa, remaining the same at Iowa State University, and increasing by four at the University of Northern Iowa.

Hispanic Tenure/Tenure Track Faculty decreased a total of three, decreasing by three at the University of Iowa and remaining the same at the University of Northern Iowa and Iowa State University.

Asian/Pacific Tenure/Tenure Track Faculty increased a total of nine, increasing by four at the University of Iowa, six at Iowa State University and decreasing by one at the University of Northern Iowa.

American Indian Tenure/Tenure Track Faculty decreased by one, which was at the University of Iowa.

Director Mask reviewed the information provided by the University of Iowa. She said 46 percent of the faculty who received tenure were women. It was a very good year for the number of women moving from faculty to department chair. Some losses in numbers were attributable to faculty switching to clinical track. University officials were continuing their efforts to improve recruitment and retention of women and minorities.

Regent Arenson referred to the information concerning underrepresented minority faculty, specifically Hispanic and African American tenure-track faculty. He questioned whether university officials were setting their goals too low, whether there was a focus on retention of faculty, and what can be done to remedy the situation as they go forward. He acknowledged that some of the losses were due to faculty changing tracks.

Director Mask stated that university officials can meet the goals by aggregating the goals across the tenure track faculty by filling the positions that become available with minorities, and then adjust the goal accordingly.

Regent Arenson referred to the goal to increase the number of underrepresented minority tenure track faculty members and asked if that was done in the last year at the University of Iowa. Director Mask responded that the total numbers did not increase. She said university officials were looking at a number of efforts to increase the number of women and minority faculty, which she described. University officials anticipate that next year the numbers will look quite better than this year.

Regent Arenson asked if there would be a focus on underrepresented minority groups. Director Mask responded that there had always been a high focus on underrepresented minority groups in the recruitment efforts.

Regent Dorr said he observed that the total fund number at the University of Iowa was a growth of 3-1/2 percent in executive/administrative/managerial and 2 percent less in faculty, which did not seem to be the case elsewhere.

Vice President True stated that compared to the rest of the universities in the Big 10, the University of Iowa has the lowest percentage of executive/managerial employees as compared to total employment.

Director Mask said that the University of Iowa compared favorably in the Big 10 in terms of women and minority faculty.

President Newlin noted that the findings in the Pappas report indicated that all three Regent universities had relatively low numbers of executive/managerial positions.

President Jischke called the Board's attention to information provided for Iowa State University which indicated that the number of female administrators, faculty and staff had increased by 52 from the prior year. In response to Regent Arenson's question regarding what was being done on the campuses to reach diversity, he said Iowa State University employed a three-fold approach. There is discussion on campus including

forums about the importance of diversity. Secondly, university officials support efforts that enhance diversity. Finally, in studying the climate at Iowa State University, it has been found that the climate is improving although there is a long way to go. University officials make sure that those who have responsibility for carrying out the activities to achieve diversity are rewarded when they are successful. President Jischke provided examples of each of the three approaches.

Regent Dorr said it was commendable that there are employment requirements regarding diversity and internationalization. He asked if there was a requirement at Iowa State University for students to take at least one western civilization course.

President Jischke responded that every curriculum has a course that would be considered a western civilization course. Also, all students take an English course.

Director Burt stated that the University of Northern Iowa continues to do well in its affirmative action program. He said progress has been made in all seven job groups. The University of Northern Iowa has consistently done well over the years in the job groups as related to the local area. He expressed appreciation to the human resources department for helping with that effort over the years. With regard to the executive/managerial group, he said achieving the goals can be difficult because university officials have to wait for existing positions to become vacant. The turnover rate is not great which speaks well in terms of retention. He noted that since Provost Marlin joined the university, five department head appointments have been women and five have been minorities.

With regard to the University of Northern Iowa's figures for tenure and tenure-track faculty, Director Burt said university officials rely very heavily on existing positions. If positions do not become vacant, there are no vacancies for which to recruit women and minorities. The university's ability to meet its affirmative action goals rise and diminish by the vacancies. University officials have given the lead to departments to develop their affirmative action plans. He said that progress will be slow from here on out unless the university is able to provide more funds for the recruitment of minority faculty at senior levels because that is where the pool is. They want to attract faculty who are not necessarily looking for positions.

Director Burt suggested that the development of an exchange program among Regent institutions in the common disciplines could act as a factor in retention. Such a program could help with diversity and tell faculty that they have a place in Iowa and that they are valued. An additional effort that would help speed progress in achieving diversity would be the development of an Iowa response to affirmative action. Over the years university officials have not looked at what affirmative action really means to Iowa. He contended that if that cannot happen in Iowa, it cannot happen in any other

state in the union because Iowa takes great pride in its educational system. He said education is the vehicle for change.

One final suggestion of Director Burt was to develop a program similar to the international programs. He said diversity is not going to happen quickly in the classrooms. Why not send students to Mexico, South Africa and Ghana, for example?

Regent Dorr asked if consideration had ever been given to what it would take to provide every undergraduate student with the opportunity to study off-campus for one semester for the same tuition cost as studying on-campus.

Provost Marlin responded that students are currently afforded significant opportunities for studying abroad. She said she would oppose requiring such because many students due to personal circumstances would not be able to do so.

President Jischke stated that for Iowa State University such a proposal would cost an additional \$1,000 to \$2,000 per student, mainly for transportation expenses, which if provided for every student would cost the university \$5 million to \$10 million.

Regent Dorr suggested that in light of the systemwide effort at internationalization and diversification, such an effort be considered for adding to the budgets over time. He said he would like to see that every undergraduate student has the opportunity.

President Jischke stated that \$10 million exceeds the fraction of tuition set aside for scholarships. Secondly, in last year's budget request for improving undergraduate education there was a request for the internationalization of students in order to double the number of students studying abroad. The university received \$50,000. The Board Office recommendation this year for that effort was zero. He said it was a priority question of whether that was where they wanted to invest the funds. Tough choices have to be made. The effort that university officials have made is to try to internationalize the experience in Ames. Such an effort on campus is much more cost effective.

Regent Dorr said it was easy to say that if they are not given the money the university cannot take on such an endeavor. Perhaps such an effort could be addressed in the university's fund-raising efforts.

President Jischke stated that two schools around the country have tried this type of effort. Both are private schools that charge significant tuition. He said the notion that there would be no added cost to students did not make sense. Students should bear at least part of the cost of studying abroad.

Regent Arenson congratulated University of Northern Iowa officials on their great efforts this year focusing on recruitment and retention of underrepresented minorities.

Superintendent Johnson reviewed the report of the Iowa School for the Deaf. He said the school does not experience many vacancies. Faculty have 15 years' average experience. School officials are concerned about the area of minority recruitment. Over 60 percent of the entire staff are women; therefore, more men and minorities are needed. He noted that less than 12 known minorities are pursuing deaf education. He said he would appreciate consideration of the group of disabled in the affirmative action discussion.

Superintendent Thurman said he echoed Superintendent Johnson's request to include disabled in the affirmative action report.

Director Utsinger said the Iowa Braille and Sight Saving School also needed to recruit more men. She stated that school officials recruit nationally for faculty who must have a master's degrees. School officials recruit primarily through the AER journal. Unfortunately, the school is not attracting many minority applicants. Not many people in the field are minority. She noted that there is not a training program for teachers of the visually impaired in the state of Iowa. School officials are working closely through its advisory committee with the Regent universities to address this issue.

Regent Lande referred to Mr. Burt's suggestion about cross-assignments for faculty between Regent universities. He asked that consideration be given within the Regent institutions. He encouraged officials of the three universities to discuss the concept and determine whether there were some advantages to be gained.

Provost Kozak referred to the earlier discussion regarding students studying abroad, and stated that almost all foreign studies programs will put on the students the cost of travel. With regard to the point about the administrative cost of delivering programs being enhanced by universities coming together, he said the Big 12 provosts last week decided to expand such opportunities to allow programs to be made available to students of other universities. He proceeded to describe the discussion. With respect to Regent Lande's comment about faculty exchange among the Regent universities, he said there exists programs for exchange of faculty that are discipline specific or area specific. What has not been done is dialogue among the three Regent universities.

Regent Smith stated that at the last meeting of the Affirmative Action Priority Issue Study Group, the institutions were asked if there was a necessity for additional Board policy around this subject. University officials provided assurance that additional policy was not necessary; that direction had been set by the Board. At this point, the Priority Issue Study Group members are working closely with institutional officials as they



establish goals for the institutions and within categories. The Regents rely on institutional leaders to help reach those goals. The group will continue to review institutional progress.

Regent Tyrrell referred to the discussion about greater international experience for students, and questioned whether a semester was an appropriate length of time. He asked if shorter experiences more widely spread among the student body might be appropriate.

President Coleman said she has challenged faculty to look at those issues to increase the number students who participate in the international program.

Provost Marlin stated that University of Northern Iowa students do participate in time periods that are shorter than a semester, usually during the summer. She cautioned against getting too short. A summer has worked very well for University of Northern Iowa students.

**ACTION:** President Newlin stated the Board received the affirmative action reports, by general consent.

**REPORT ON AFFILIATED ORGANIZATIONS.** The Board Office recommended the Board receive reports on the following affiliated organizations:

- SUI Alumni Association
- SUI Facilities Corporation
- SUI Foundation
- SUI Research Foundation
- SUI Student Publications, Inc.
- SUI Oakdale Research Park
- ISU Alumni Association
- ISU Stanton Memorial Carillon Foundation
- ISU Foundation
- ISU Memorial Union
- ISU Press
- ISU Research Foundation
- UNI Alumni Association
- UNI Foundation

Highlights of reports from the University of Iowa Alumni Association, the University of Iowa Facilities Corporation, the University of Iowa Foundation, the University of Iowa Research Foundation, University of Iowa Student Publications, Inc., University of Iowa Oakdale Research Park, Iowa State University Alumni Association, Iowa State

University Carillon, Iowa State University Foundation, Iowa State University Memorial Union, Iowa State University Press, Iowa State University Research Foundation, the University of Northern Iowa Alumni Association, and the University of Northern Iowa Foundation were presented along with summaries of financial data.

Affiliated organizations are required to provide annual reports to the Board of Regents for docketing within six months following the end of their fiscal year. Irregularities or significant issues, if found by auditors, are brought to the Board's attention immediately.

The audit reports for the affiliated organizations reported the financial statements for the fiscal year ended June 30, 1996, were fairly presented in all material respects. The audit report on the internal control structure of the University of Iowa Research Foundation disclosed two reportable conditions dealing with the cash book that are considered to be material weaknesses.

The annual reports, audits, and financial information of the organizations presented in this report are on file at the Board Office.

**ACTION:** The reports were received by consent.

**REPORT OF THE BANKING COMMITTEE.** The Board Office recommended the Board accept the report of the Banking Committee and approve the proposed bond issuance schedule, preliminary resolution for the sale of up to \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, and the reimbursement resolution for Expansion of the North Campus Chilled Water Plant--SUI.

President Newlin stated that he served as acting chair of the Banking Committee at its meeting the previous afternoon at the request of Regent Kennedy. He said the Banking Committee members reviewed the proposed bond issuance schedule; approved a preliminary resolution for the sale of up to \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997 and a reimbursement resolution for Expansion of the North Campus Chilled Water Plant at the University of Iowa; and received internal audit reports for Iowa State University, the State Auditor's report of selected departments at Iowa State University, and Iowa State University bond fund audit reports.

**MOTION:** Regent Kennedy moved to accept the report of the Banking Committee and approve the proposed bond issuance schedule, preliminary resolution for the sale of up to \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, and the reimbursement resolution for Expansion of the North Campus Chilled Water Plant--SUI. Regent

Lande seconded the motion, and upon the roll being called, the following voted:

AYE: Arenson, Dorr, Kennedy, Lande, Mahood, Newlin, Pellett, Smith, Tyrrell.

NAY: None.

ABSENT: None.

MOTION CARRIED UNANIMOUSLY.

**GOVERNANCE REPORT ON PURCHASING.** The Board Office recommended the Board (1) receive the annual governance report on purchasing activity at the Regent institutions; (2) encourage the institutions to develop strategies that will result in significant increases in the volume of purchases from Iowa State Industries during FY 1997; and (3) encourage the institutions to continue seeking additional joint purchasing opportunities with other Regent institutions, other state agencies and smaller governmental entities.

Purchases processed in FY 1996 totaled \$372.1 million with 96,138 purchase orders written.

The total annual purchases have increased by \$73.1 million or 24.4 percent over the past five years while the number of purchase orders have declined by 25,618 or down 21.0 percent over the same period. The steady decline in purchase orders as the total value of purchases increases is indicative of the efficiencies realized from the implementation of new purchasing methods.

The procurement credit card is now used as a purchasing tool for low dollar academic and research needs at all of the Regents universities, with individual transactions limited to \$1,000. The University of Iowa processed 20,423 card transactions in FY 1996, up 134 percent over FY 1995, eliminating the need to generate approximately 19,000 requisitions, a like number of purchase orders, and 17,000 payment vouchers. University of Iowa officials plan to discontinue the Local Small Order (LSO) program effective January 1, 1997, as a result of the procurement card.

The University of Northern Iowa processed 1,219 transactions, with an average purchase of \$63.76 and an estimated savings of \$70,000 for FY 1996, the first year it was used at the University of Northern Iowa.

A "Just In Time" office supplies contract has allowed significant savings and a reduction in needed storage space as the vendor maintains the inventory until needed. The volume has doubled in recent months with savings for the first full year estimated at

\$200,000. The contract was expanded from 300 to 1,000 core items when the Iowa Department of General Services and the City of Iowa City were added to the contract.

Cash discounts increased at Iowa State University by 22.1 percent, at the University of Northern Iowa by 9.1 percent and at Iowa School for the Deaf by 649.1 percent, with over \$1 million realized in cash discounts for all the Regent institutions as a result of prompt payment policies and procedures implemented by the institutions.

A comprehensive study of the purchasing function at the Regent institutions was undertaken in 1992 by MGT of America, Inc.; recommendations have and continue to be acted upon. The MGT study noted that 80 percent of the purchasing effort focused on 20 percent of the expenditures, and procedures needed to be realigned whereby managers and purchasing agents could spend more time generating cost savings on the large dollar items.

Efforts are underway to connect all departments at each of the Regents universities with the computer system of their purchasing department, thereby expediting the purchasing process, minimizing duplication of effort, and reducing paper handling when placing and tracking the status on purchase orders.

Ten merit staff at the University of Iowa were trained in proper Regents procurement practices and now assume low dollar procurement authority and responsibility for purchases under \$1,000. A total of 14,143 requisitions at an average value of \$292 with a total cost at over \$4 million were processed since November 1995.

**MOTION:**

Regent Arenson moved to (1) receive the annual governance report on purchasing activity at the Regent institutions; (2) encourage the institutions to develop strategies that will result in significant increases in the volume of purchases from Iowa State Industries during FY 1997; and (3) encourage the institutions to continue seeking additional joint purchasing opportunities with other Regent institutions, other state agencies and smaller governmental entities. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

**DWIGHT D. EISENHOWER MATH AND SCIENCE GRANT RECOMMENDATIONS.**

The Board Office recommended the Board approve Dwight D. Eisenhower Grants for 1996-1997.

Five grant proposals were received this year totaling \$737,253 in requested funding. Federal funding available for this program year included \$372,891 in new funds and \$22,268 unencumbered funds from the previous year.

The following projects were recommended for funding by the Eisenhower Advisory Committee:

Institution: Iowa State University  
Project: Modeling Science and Mathematics Reform through  
Implementation of the National Standards  
Proposed Eisenhower Funding: \$171,912

Institution: University of Northern Iowa  
Project: Science and Mathematics Integration: A Thematic  
Approach  
Proposed Eisenhower Funding: \$107,622

Institution: University of Iowa  
Project: Project RISE: Regional Implementation of the Standards  
in Education  
Proposed Eisenhower Funding: \$100,873

Final awarding of grants will be subject to grant recipients' compliance with federal regulations.

MOTION: Regent Smith moved to approve Dwight D. Eisenhower Grants for 1996-1997, as presented. Regent Mahood seconded the motion. MOTION CARRIED UNANIMOUSLY.

**BOARD OFFICE PERSONNEL TRANSACTIONS.** The Board Office recommended the Board approve the Register of Personnel Transactions which included the following appointment:

Appointment: CAROLYN CARTER as Administrative Assistant effective December 27, 1996, at an annual salary of \$38,220 plus the usual fringe benefits.

Regent Lande asked, having delegated the general power for personnel matters to the institutions, whether the Regents should approve the personnel registers. How can they approve personnel matters about which they are not knowledgeable?

MOTION: Regent Lande moved to approve the appointment of Carolyn Carter, as presented. Regent Dorr seconded the motion. MOTION CARRIED UNANIMOUSLY.

Deputy Director Barak stated that one caveat might be that the Regents are meeting some legal requirements by approving the institutional personnel registers.

President Newlin asked that the Board Office provide the answer to that question next month.

Regent Arenson said it was his view that the Regents had not delegated the responsibility to approve personnel matters.

Superintendent Thurman noted that there was a statutory responsibility for the Board to appoint all K-12 teachers in its employ.

Regent Lande stated that he was not comfortable voting to approve something he had not seen.

**VENDORS WITH POTENTIAL CONFLICT OF INTEREST.** The Board Office recommended the Board approve the request from the University of Iowa to add the names of Joseph C. Bacher, Sarah Smelser, and George Walker and the request from the University of Northern Iowa to add the name of Debra Jacobs to the list of approved vendors with potential conflicts of interest.

Joseph C. Bacher is the owner of PumpWerks and is employed as an Environmental Systems Mechanic at the Facilities Service Group at the University of Iowa. Joseph Bacher wishes to provide vacuum pump repair services to the University of Iowa; he does not work on vacuum pumps in his university position. Vacuum pumps are used in various university research laboratories and are currently shipped out-of-state for repair. Joseph Bacher states that he has no influence on issuing repair orders by department heads.

Sarah Smelser is completing an MFA degree at the University of Iowa and teaches a course in photography as part of the program. Ms. Smelser sold three monoprints to the University of Iowa Hospitals and Clinic's Project Art prior to her employment at the university and wishes to sell additional works to Project Art. Ms. Smelser states that she has no influence on purchase orders for Project Art.

George Walker is a professor in the School of Art and Art History at the University of Iowa. The University of Iowa wishes to purchase a painting done by George Walker on

his own time. Mr. Walker states that he does not have influence on art purchases for university departments.

Debra Jacobs is employed as a secretary in the Department of Educational Psychology & Foundations at the University of Northern Iowa and wishes to provide clerical help for grants/projects for faculty members in other departments. Ms. Jacobs states that this work would be completed outside of the office on her own time and would not interfere with her current job responsibilities.

The 1990 Session of the General Assembly in House File 2057 amended Section 68B.4 of the Code of Iowa, to prohibit an official or employee of a regulatory agency from selling goods or services to the agency of which the individual is an official or employee. The amendment allowed for exceptions to the prohibition if certain conditions are met, including prior authorization of such sales by roll call vote of the Board.

**MOTION:**

Regent Smith moved to approve the request from the University of Iowa to add the names of Joseph C. Bacher, Sarah Smelser, and George Walker and the request from the University of Northern Iowa to add the name of Debra Jacobs to the list of approved vendors with potential conflicts of interest. Regent Kennedy seconded the motion, and upon the roll being called, the following voted:  
AYE: Arenson, Dorr, Kennedy, Lande, Mahood, Newlin, Pellett, Smith, Tyrrell.  
NAY: None.  
ABSENT: None.

**MOTION CARRIED UNANIMOUSLY.**

**STATUS REPORT ON BOARD OFFICE BUDGET.** The Board Office recommended the Board receive the report.

Anticipated expenditures for personal services are expected to be very close to the budgeted amount for fiscal year 1997.

Estimated other expenditures are running higher than anticipated but at this time the total projected amount is still at the same level.

**ACTION:**

This report was received by consent.

**BOARD MEETINGS SCHEDULE.** The Board Office recommended the Board approve the Board Meetings Schedule.

January 15-16, 1997	Board of Regents Retreat	West Des Moines
February 19-20	University of Iowa	Iowa City
March 19-20	Iowa State University	Ames
April 15	Iowa Braille and Sight Saving School	Vinton
April 16	University of Northern Iowa	Cedar Falls
May 21-22	Iowa School for the Deaf	Council Bluffs
June 18-19	Lakeside Laboratory	Okoboji
July 22-23	Iowa State University	Ames
September 10-11	University of Northern Iowa	Cedar Falls
October 15-16	University of Iowa	Iowa City
November 18-19	Iowa State University	Ames
December 17-18	(To be determined)	Des Moines

**ACTION:** President Newlin stated the Board accepted the Board Meetings Schedule, by general consent.

President Newlin then asked Board members and institutional officials if there were additional general or miscellaneous items for discussion.

President Newlin recognized Regent Tyrrell to present a carry-over item from the previous Board of Regents meeting.

**MOTION:** Regent Tyrrell moved that the Board of Regents reaffirm the Board's commitment to the principles outlined in the Knight Commission report of March 1991 as revised in March 1992 and March 1993 which essentially places the responsibility for athletics on the university presidents. Regent Smith seconded the motion. **MOTION CARRIED UNANIMOUSLY.**



STATE UNIVERSITY OF IOWA

The following business pertaining to the State University of Iowa was transacted on Tuesday, December 17, 1996.

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

Register of Personnel Changes for October 1996.

**ACTION:** The Board took no action to approve the personnel transactions this month.

**REQUEST TO CHANGE THE NAME OF THE DEPARTMENT OF ANATOMY TO THE DEPARTMENT OF ANATOMY AND CELL BIOLOGY.** The Board Office recommended the Board refer the proposed name change of the Department of Anatomy to the Department of Anatomy and Cell Biology to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

University of Iowa officials requested approval of a change in name of the Department of Anatomy to the Department of Anatomy and Cell Biology and the Ph.D. degree in Anatomy to the Ph.D. in Anatomy and Cell Biology. The new title would more accurately reflect the Department's strategic mission in education and research and is in keeping with national trends.

There were no major financial implications resulting from the proposed changes.

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

**REQUEST TO CHANGE THE NAME OF THE DEPARTMENT OF FAMILY PRACTICE TO THE DEPARTMENT OF FAMILY MEDICINE.** The Board Office recommended the Board refer the proposed name change of the Department of Family Practice to the Department of Family Medicine to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

University of Iowa officials requested approval of a change in name of the College of Medicine's Department of Family Practice to the Department of Family Medicine. The name "Family Medicine" has become a term which more appropriately reflects the department's academic discipline. The name "Family Medicine" has become accepted as the academic discipline underlying the medical specialty.

There were no major financial implications resulting from the proposed changes.

ACTION: This request was referred by consent.

**REQUEST TO CHANGE THE NAME OF THE DEPARTMENT OF OPHTHALMOLOGY TO THE DEPARTMENT OF OPHTHALMOLOGY AND VISUAL SCIENCES.** The Board Office recommended the Board refer the proposed name change of the Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

University of Iowa officials requested approval of a change in name of the College of Medicine's Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences. The change in name reflects an expanded emphasis on enhanced research and educational missions of the Department as its faculty investigates basic mechanisms of vision. The research in the Department includes inquiry into the genetics of the visual process and interdisciplinary studies.

The Department has recently occupied new facilities within the Eye Institute of the Pomerantz Family Pavilion.

There were no major financial implications resulting from the proposed changes.

ACTION: This request was referred by consent.

**REQUEST TO CHANGE THE NAME OF THE DIVISION OF COUNSELOR EDUCATION TO THE DIVISION OF COUNSELING, REHABILITATION AND STUDENT DEVELOPMENT.** The Board Office recommended the Board refer the proposed name change of the Division of Counselor Education to the Division of Counseling, Rehabilitation and Student Development, to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

University of Iowa's College of Education officials requested approval of a change in name of the Division of Counselor Education to the Division of Counseling, Rehabilitation and Student

Development. The proposed name change better reflects the academic programs offered by the College of Education through the Division of Counselor Education.

The division does not train professionals exclusively to be counselor educators, but also to be rehabilitation counselors and student development professionals. The name change will reflect the different areas of emphasis within the Division.

There were no major financial implications resulting from the proposed changes.

ACTION: This request was referred by consent.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended that the Register of Capital Improvement Business Transactions for the University of Iowa be approved.

#### APPROVAL OF PROGRAM STATEMENTS AND DESIGN DOCUMENTS

##### Westlawn Renovation and Expansion--Student Health Service Relocation and College of Medicine Programs

University officials presented the schematic design for the Westlawn Renovation and Expansion project which includes renovation of approximately 34,000 square feet of existing space and construction of a four-story addition consisting of approximately 11,000 square feet. The schematic design reflects an increase in the project scope to include additional renovated and new space to house the Physicians' Assistant Program, Orthopaedic Surgery and Medical Photography programs of the College of Medicine.

The following is the proposed plan for use of the Westlawn space.

##### Student Health Service

The Student Health Service portion of the project will include a total of approximately 21,300 gross square feet of remodeled and new space. This will include approximately 16,000 gross square feet of remodeled space on the first and second levels of Westlawn in space to be made available by University Hospitals and Clinics. This space, along with a total of approximately 5,300 gross square feet of space on the same two levels of the building addition, will be utilized by the Student Health Service for patient care and support functions.

##### College of Medicine

The College of Medicine portion of the project will include a total of 20,600 gross square feet of new and remodeled space. This will include approximately 16,000 gross square feet of renovated space on the ground and third floors, plus approximately 1,900 square feet of basement-level space. The ground floor of the addition (approximately 2,700 square feet) will also house College of Medicine functions.

### Building Services

Approximately 3,066 gross square feet of new and renovated space on the basement level will be utilized for mechanical and electrical equipment to support the Student Health Service and other Westlawn building functions.

The building addition will be constructed of similar materials and design as the original Westlawn building. The new and remodeled facilities will be developed to meet all contemporary codes and standards. The project will include the installation of two elevators which will make all levels of Westlawn accessible by persons with disabilities. In addition, significant enhancements will be made to the building's mechanical, electrical and fire protection systems and services. Chilled water and domestic water utilities will be provided as a separate project at an estimated cost of \$260,000.

Regent Pellett asked if this was the same project the Regents reviewed several months ago. Vice President True responded affirmatively, noting that this was the beginning of the relocation in order to vacate the Steindler Building.

Regent Dorr asked whether, in light of the scope of the whole project, it might be appropriate for institutional officials to somehow facilitate ongoing updates of the overall scope of this effort as it evolves. It was his understanding that this began as a student health facility project and has evolved to include other aspects for a much larger project.

Vice President True agreed that considering the complexity of this \$105 million project it would be a good idea for university officials to periodically provide the Board with an update of the project status.

Regent Tyrrell asked for the location of parking for the patients who come to this facility. Vice President True responded that some accommodations would have to be made. In the long term there will have to be a major parking facility constructed adjacent to the student health facility. He said the real challenge will be in the next 3 to 5 years to accommodate people needing access to the facility other than by Cambus. University officials are talking with students to ensure they are participants in the dialogue.

President Newlin asked Executive Associate Dean Nelson if he was still in favor of this project. Executive Associate Dean Nelson responded affirmatively, noting that the project was proceeding nicely. He said the funds to relocate Steindler programs to Westlawn were in the budget for the Steindler relocation.

PROJECT DESCRIPTIONS AND BUDGETS

Westlawn Renovation and Expansion--Student Health Service \$6,863,750  
Relocation and College of Medicine Programs

Preliminary Budget

	<u>Student Health Service</u>	<u>College of Medicine</u>	<u>TOTAL</u>
Construction	\$ 2,805,000	\$ 2,491,000	\$ 5,296,000
Architectural/Engineering Support	280,500	249,100	529,600
Furniture and Equipment	243,750	0	243,750
Planning and Supervision	140,250	124,550	264,800
Contingencies	<u>280,500</u>	<u>249,100</u>	<u>529,600</u>
 TOTAL	 <u>\$ 3,750,000</u>	 <u>\$ 3,113,750</u>	 <u>\$ 6,863,750</u>
 Source of Funds:			
Revenue Bonds	\$ 3,700,000	\$ 0	\$ 3,700,000
Income from Treasurer's Temporary Investments	50,000	1,500,000	1,550,000
College of Medicine Gifts and Earnings	<u>0</u>	<u>1,613,750</u>	<u>1,613,750</u>
	<u>\$ 3,750,000</u>	<u>\$ 3,113,750</u>	<u>\$ 6,863,750</u>

University officials requested approval of the project description and budget in the amount of \$6,863,750. University officials proposed to fund the project with a combination of Student Health Facility Revenue Bonds, College of Medicine Gifts and Earnings, and Income from Treasurer's Temporary Investments. The proposed revenue bond financing was subject to approval of the Banking Committee which considered the request at its meeting on Monday, December 16.

Expansion of the North Campus Chilled Water Plant \$2,870,000  
Source of Funds: Utility System Revenue Bonds

Preliminary Budget

Construction	\$ 2,291,000
Design, Inspection and Administration	
Consultant	275,900
Architectural/Engineering Services	74,000
Contingencies	<u>229,100</u>
 TOTAL	 <u>\$ 2,870,000</u>

University officials requested approval of the project description and budget. This project will provide mechanical improvements to the North Campus Chilled Water Plant to increase its output by approximately 2,000 tons. The university currently has several projects underway which will extend the east campus chilled water distribution system from the north edge of the Pentacrest to the English-Philosophy Building, the Library, and the Biology Building.

The chilled water plant was originally designed to be expanded through the use of an electric chiller. However, this expansion project will include the purchase of a steam driven centrifugal chiller which will provide a more cost-effective method for cooling the water but will require extensive design modifications to the water plant.

In addition to the purchase of the chiller the project will also include the purchase of circulation, distribution, and condenser pumps, and controls. The equipment installation will be accomplished via the public bidding process. The start-up of the cooling tower will be bid as a separate project.

University officials proposed to fund the project with the sale of Utility System Revenue Bonds in late-1997, with interim financing provided by a reimbursement resolution. This financing method is subject to approval of the Banking Committee, which considered the request at its meeting on Monday, December 16.

English-Philosophy Building--Correct Fire and Environmental  
Safety Deficiencies \$850,000

Source of Funds: Building Renewal

Preliminary Budget

Construction	\$ 719,500
Design, Inspection and Administration	
Design/Construction Services	49,300
Consultants	9,200
Contingencies	<u>72,000</u>
TOTAL	<u>\$ 850,000</u>

University officials requested approval of a project description and budget to correct various fire and environmental safety deficiencies in the English-Philosophy Building. Work will include asbestos abatement, lighting improvements, and fire safety modifications. The asbestos abatement and lighting improvements will include the removal of hallway ceilings and structural asbestos fireproofing material on all levels above the basement (which was previously abated), and installation of new fireproofing materials and lay-in ceilings and lighting.

The fire safety modifications will include the extension of mechanical room walls to structural ceilings, installation of additional ductwork, and upgrading walls separating the central stairway and classrooms on three floors of the building. Also included will be the installation of fire-smoke dampers, additional emergency lights and exit signs, and upgrading of the fire alarm system.

English-Philosophy Building--Exterior Repairs \$263,000

Source of Funds: Building Renewal or Income from Treasurer's  
Temporary Investments

Preliminary Budget

Construction	\$ 219,400
Design, Inspection and Administration	
Design/Construction Services	16,900
Consultants	4,800
Contingencies	<u>21,900</u>
TOTAL	<u>\$ 263,000</u>

University officials requested approval of a project description and budget to provide needed repairs to the exterior of the English-Philosophy Building. The project will include the replacement of sealants, repairs to cracks and spalled areas, washing of pre-cast concrete, and inspection of all brick and tuckpointing of joints. Also included will be washing, tuckpointing, and resealing of the metal cap joints of the cooling tower enclosure and repairs to the building entrance ramp.

\* \* \* \* \*

University officials presented three projects with budgets of less than \$250,000. The titles, source of funds and estimated budgets for the projects were listed in the register prepared by the university.

\* \* \* \* \*

#### ARCHITECT/ENGINEER AGREEMENTS

Expansion of the North Campus Chilled Water Plant \$275,900  
Burns and McDonnell, Kansas City, MO

University officials presented a negotiated agreement in the amount of \$275,900 for Board approval. The scope of services of the agreement will include complete project supervision and extensive design work to modify the plant to accept a steam driven chiller in lieu of an electric chiller.

The agreement provides for a fee of \$275,900, including reimbursables.

Campus Fiber Optic Network \$141,800  
MIS Labs, Watertown, WI

University officials requested approval of an agreement with MIS Labs to provide additional design services for the project. The additional services will consist of various items including the development of materials lists, testing support, and selection of termination hardware, construction support in selected buildings, development of pre-qualification requirements for outside fiber installation, development of the Request for Information (RFI) for a voice system, and other administrative items.

The agreement provides for a fee of \$141,800 for basic services. Future agreements with MIS Labs will be negotiated for the services required in connection with the individual projects. These services will include design development, construction drawings, equipment design and specification, construction observation, and supervision of activation of network elements.



Pharmacy Building--Replace Galvanized Piping \$39,704  
ZBA, Inc., Iowa City, Iowa

University officials requested approval of an agreement with ZBA, Inc., to provide project design, construction documents, and construction observation services. The university had anticipated that the design, inspection and administration for the project would be provided by university staff. However, due to in-house workload and time constraints it has become necessary for the university to retain a consultant to provide these services.

The agreement provides for a fee of \$39,704, including reimbursables.

Museum of Art Remodeling  
Herbert Lewis Kruse Blunck, Des Moines, Iowa

University officials requested approval of the selection of Herbert Lewis Kruse Blunck to provide design services for the project. The university received expressions of interest from 11 firms to provide design services for the project, and the university selected two design teams (consisting of three firms) for interviews with the Architect Selection Committee. Based on these interviews the university is recommending the selection of Herbert Lewis Kruse Blunck.

The firms interviewed had impressive credentials and experience with similar projects. The university's selection of Herbert Lewis Kruse Blunck is a reflection of the high level of confidence that the firm has developed over the years as a result of a number of successful projects on campus.

University officials will return to the Board for approval of the negotiated agreement.

Amendments:

Campus Fiber Optic Network--Project 9, Oakdale Campus Amendment #4  
\$17,770  
Shive-Hattery, Iowa City, Iowa

University officials requested approval of Amendment #4 in the amount of \$17,770 to the agreement with Shive-Hattery. The amendment will provide for additional services including the re-design of the exterior pathway to the Oakdale Correctional Facility, telecommunication cable modifications and routings, relocation of entrance facilities and building penetrations, and the addition of six communication closets in Oakdale Hall.

Amendment #4 will not result in an increase in the total project budget.

Iowa Advanced Technology Laboratories--Construct  
\$12,000  
Laboratory in E121  
Design Engineers, Cedar Rapids, Iowa

Amendment #2

University officials requested approval of Amendment #2 in the amount of \$12,000 to the agreement with Design Engineers. The amendment will provide for additional services to address various mechanical, electrical and architectural modifications.

Amendment #2 will not result in an increase in the total project budget.

Campus Fiber Optic Network--Project 4  
\$3,020  
Shive-Hattery, Iowa City, Iowa

Amendment #5

University officials requested approval of Amendment #5 in the amount of \$3,020 to the agreement with Shive-Hattery. The amendment will include design services for additional entrance facilities and an exterior duct bank, and added services associated with relocations and revisions of facilities.

Amendment #5 will not result in an increase in the total project budget.

Campus Fiber Optic Network--Project 10  
MIS Labs, Watertown, WI

\$40,719

#### CONSTRUCTION CONTRACTS

Campus Fiber Optic Network--Project 12, Contract 1--Main Library  
Award to: Communication Innovators, Inc., Altoona, Iowa  
(2 bids received)

\$202,566.08

#### ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

Schaeffer Hall--Remodeling and Renewal--Utility Extension  
McComas-Lacina Construction Company, Iowa City, Iowa

FINAL REPORTS

<u>Service Park Drive--Hawkeye Drive--Hawkeye Park Road</u>	<u>\$940,713.77</u>
<u>University Hospitals and Clinics--UIHC Child Care Center</u>	<u>\$726,145.85</u>
<u>University Hospitals and Clinics--Development of an Audio and Video Production Center and Staff Offices in the Pappajohn Pavilion</u>	<u>\$690,737.78</u>
<u>Quadrangle--Renovate Restrooms, Phase 2</u>	<u>\$675,937.19</u>
<u>University Hospitals and Clinics--Shipping and Receiving Facility and Mechanical/Electrical Systems Development</u>	<u>\$403,394.82</u>
<u>University Hospitals and Clinics--Urodynamics Suite Development and Urology Clinic Remodeling</u>	<u>\$303,572.84</u>

MOTION: Regent Lande moved that the Register of Capital Improvement Business Transactions for the University of Iowa be approved, as presented. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

**LEASE OF PROPERTY.** The Board Office recommended the Board approve the lease, as follows.

University officials requested approval to enter into a lease as lessor with Integrated Engineering Solutions for its use of 187 square feet of business incubator space located on the Oakdale Campus at the rate of \$93.50 per month (\$6 per square foot, \$1,122 per year) for a one-year period.

MOTION: Regent Tyrrell moved to approve the lease, as presented. Regent Mahood seconded the motion, and upon the roll being called, the following voted: AYE: Arenson, Dorr, Kennedy, Lande, Mahood, Newlin, Pellett, Smith, Tyrrell. NAY: None. ABSENT: None.

MOTION CARRIED UNANIMOUSLY.

**PRELIMINARY RESOLUTION FOR SALE OF UP TO \$3,800,000 STUDENT HEALTH FACILITY REVENUE BONDS.** The Board Office recommended the Board adopt a resolution authorizing the Executive Director to fix the date or dates for the sale of up to \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997.

The bid opening and award is scheduled for February 20, 1997.

In May 1996, the Board approved the university's request to begin planning for the relocation of the Student Health Service from its present location in the Steindler Building. Relocation of the Student Health Service is needed because space occupied by the Steindler Building is the proposed site for the new Medical Education and Biomedical Research Facility and the present Student Health Service facilities are highly congested and inefficiently designed.

In July 1996, the Board approved a program statement for the development of new and remodeled facilities at Westlawn for Student Health Services.

The primary source of funding for the Student Health Service component of the project is \$3,700,000 in proceeds from the proposed Student Health Facility Revenue bond issue. The size of the bond issue, including issuance costs, is estimated at \$3,800,000. The repayment period will be 15 years.

In October 1996, the Board approved establishment of a \$10 per academic year Student Health Service facility fee. Revenues from the facility fee, earnings from investment of Student Health Service balances, and other available revenue would be applied to debt service obligations.

**MOTION:** The motion for this item can be found under the Report of the Banking Committee, page 506 of these minutes.

**REIMBURSEMENT RESOLUTION FOR EXPANSION OF THE NORTH CAMPUS CHILLED WATER PLANT.** The Board Office recommended the Board adopt a Utility System Revenue Bond reimbursement resolution for Expansion of the North Campus Chilled Water Plant.

University of Iowa officials requested that the Board adopt a resolution declaring its intent to provide funds through the issuance of Utility System Revenue bonds to reimburse the University for certain original expenditures in connection with the Expansion of the North Campus Chilled Water Plant.



IOWA STATE UNIVERSITY

The following business pertaining to Iowa State University was transacted on Tuesday, December 17, 1996.

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

Register of Personnel Changes for November 1996 which included five requests for early retirement.

**ACTION:** The Board took no action to approve the personnel transactions this month.

**APPROVAL OF CATALOG CHANGES.** The Board Office recommended the Board refer the proposed course changes from Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

The proposed changes from the College of Design include restructuring "General Design Education Requirements" and the "Design Studies Minor" to allow greater flexibility for students making a wider range of courses available to satisfy the requirement.

Within the College of Education there has been an attempt to reduce all programs to no more than 124 credit hours except Industrial Technology which was reduced to 122 credits. In addition, new options were added to the Community Health Education program and to the Performing Arts curriculum. State licensure requirements required a major revision of the Early Childhood Education program.

The College of Engineering has begun a college-wide assessment of curricular that includes the freshman year requirements and to meet the new accreditation criteria for engineering. The college is also attempting to reduce degrees in engineering to meet the 120 semester credit requirement.

The College of Family and Consumer Sciences courses continue to be impacted by industry, trends, and state licensure requirements. Changes in Textiles and Clothing courses have been proposed to reflect refinement of the integrated major revision of competencies for core courses.

In the College of Liberal Arts and Sciences, a new curriculum in Performing Arts has been added to the curriculum. Social Work has been dropped and a curriculum in environmental science will be offered. Eighty new courses were proposed.

The College of Veterinary Medicine's most significant trend has been an expansion of the Production Medicine program. The pre-veterinary requirements for admission have been strengthened by the addition of Speech (3 cr) and a second semester of Organic Chemistry (3 cr) to the list of courses requisite for application to the College.

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

**APPROVAL OF DISCONTINUATION OF GRADUATE MINOR PROGRAM.** The Board Office recommended the Board refer the request to discontinue the Mineral Resources Graduate Minor program at Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

This program was initiated in 1980 in response to a U.S. Bureau of Mines program that encouraged its development and provided some financial support for graduate students. The federal program providing this support has not been funded since 1993.

The Iowa State University program is the only one of its kind in Iowa.

Currently only two students are enrolled in the minor program. Students currently enrolled will be allowed to complete the program consistent with Regent policy.

There will be no significant savings as a result of the discontinuance of this program. Faculty already assigned in other areas provided the instruction for the program. There will be no impact on other programs at the university.

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

**APPROVAL OF NAME CHANGE AND EXPANDED MISSION FOR THE INSTRUCTIONAL RESOURCES CENTER.** The Board Office recommended the Board refer the proposed name change and expanded mission for the Instructional Resources Center at Iowa State University to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

Iowa State University officials requested that the Instructional Resources Center's name be changed to Center for Technology in Learning and Teaching.

The renamed center will include the original mission and will add emphasis on scholarship and research. The new mission will be to promote, support, and facilitate research, development, use and evaluation of applications of technology which enhance learning and teaching. The added emphasis is consistent with recommendations from a recent review of the existing Center.

Funding for the unit will come from existing state funds provided to the university as follows:

Department Salaries	\$226,036
Graduate Assistants	40,654
Development, Administration	7,912
Support and Clerical Staff	<u>39,378</u>
Total	\$313,980

ACTION: This item was referred by consent.

**APPROVAL OF NEW CENTER FOR FAMILY POLICY.** The Board Office recommended the Board refer the request for a new Center for Family Policy to the Interinstitutional Committee on Educational Coordination and the Board Office for review and recommendation.

Iowa State University officials proposed a new Center for Family Policy to address current and future policy issues particularly focusing on infants, children, adolescents, adults, the elderly, and their families and communities.

This program will be accomplished through (1) research and evaluation, (2) training and (3) information exchange involving collaborative efforts with educational institutions, governmental agencies, private agencies, foundations, business, and industry.

The center will be administered by the Dean of Family and Consumer Sciences as a unit within the college. Faculty in the proposed center may have appointments in any university department or be personnel from other institutions, both public and private.



Funding for the proposed center will come from general university funds. The current budget of the proposed center totals \$247,483 and consists of:

Faculty Research Time	\$136,683
Graduate Assistants	39,240
Development, Administration	53,523
Support and Clerical Staff	<u>18,037</u>
Total	\$247,483

ACTION: This item was referred by consent.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended that the Register of Capital Improvement Business Transactions for Iowa State University be approved

#### PERMISSION TO PROCEED WITH PROJECT PLANNING

##### College of Design Auditorium Addition

In the late fall of 1995 the university began a study to investigate the feasibility of adding space to the 18-year-old College of Design facility. The study was complete and resulted in a master plan and alternatives to address the college's most critical facility needs. The college has received a major private estate gift in excess of \$800,000 that will allow the university to begin formal planning and address the most critical needs of the college.

University officials requested approval to begin the architectural selection process for construction of a new auditorium and additional shops space, and renovation of the atrium and entrance plaza. The new auditorium will meet the college's need for large classroom space for scheduled classes and guest lecturer programs. The renovation of the atrium and entrance plaza will enhance the functionality of all spaces in the College of Design building.

Although a detailed project budget had yet to be developed, it was anticipated that the cost for this work will be less than \$2 million. Funding would be provided primarily through private fund raising and possibly through the use of Income from Treasurer's Temporary Investments. The detailed project design will not proceed until funding is available. The plans will be utilized to assist in the private fund raising initiatives of the college.

## PROJECT DESCRIPTIONS AND BUDGETS

University officials presented three projects with budgets of less than \$250,000. The titles, source of funds and estimated budgets for the projects were listed in the register prepared by the university.

### ARCHITECT/ENGINEER AGREEMENTS

Intensive Livestock Research and Instruction Facilities--Phase 1 \$309,895  
RDG Bussard Dikis, Des Moines, Iowa

University officials requested approval to enter into an agreement with RDG Bussard Dikis to provide architectural services for bidding and construction of the Phase 1 project. The agreement provides for a fee of \$309,895, including reimbursables.

Lakeside Laboratory--Water Quality Laboratory \$46,760  
FEH Associates, Inc., Sioux City, Iowa

University officials requested approval to enter into an agreement with FEH Associates to provide design services through construction of the project. The agreement provides for a fee of \$46,760, including reimbursables.

Library Storage Building/Administrative Services Facilities Office Building \$81,149  
RDG Bussard Dikis, Des Moines, Iowa/CDFM2, Kansas City, MO

University officials requested approval to enter into an agreement with RDG Bussard Dikis, in association with CDFM2, to provide design services for the interior work spaces for the Administrative Services Facilities Office Building. The university plans to move all or portions of five different departments from areas on the central campus into the office building space. The consultants would provide an analysis of the space requirements of the proposed occupants, assist in the schematic design of the individual work spaces and the shared common areas, and conduct a work flow analysis of the departments that will occupy the building. The final design of the office spaces will be prepared by university staff.

The agreement provides for a fee of \$81,149, including reimbursables.

Amendments:

Library Storage Building/Administrative Services Facilities Office Building                      \$5,280  
Shiffler Associates, Des Moines, Iowa

Maple-Willow-Larch and Commons Facilities--1993 Flood Damage                      \$5,800  
Mitigation  
Snyder and Associates, Ankeny, Iowa

University Child Care Facility    \$8,050  
Baldwin White Architects, Des Moines, Iowa

CONSTRUCTION CONTRACTS

Library Storage Building/Administrative Services Facilities  
Office Building--Issuance 2

Bid Package #11 (General)    \$1,036,047  
Award to: R. H. Grabau Construction, Inc., Boone, Iowa  
(3 bids received)

Bid Package #25 (Parking Lots/Drives)    \$123,300  
Award to: Manatt's, Inc., Ames, Iowa  
(1 bid received)

Bid Package #42 (Masonry)    \$73,200  
Award to: Boucher Masonry Contracting, Boone, Iowa  
(1 bid received)

Bid Package #75 (Roofing Systems)    \$115,900  
Award to: Central States Roofing Company, Ames, Iowa  
(2 bids received)

Bid Package #79 (Joint Sealants)    \$22,569  
Award to: A. J. Spanjers Company, Minneapolis, MN  
(1 bid received)

Bid Package #84 (Aluminum Curtain Wall/Entrances/Glazing)                                      \$468,000  
Award to: Netom Enterprises, Cedar Rapids, Iowa  
(3 bids received)

GENERAL  
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Bid Package #91 (Gypsum Board Systems) \$195,560  
Award to: Allied Construction Services, Des Moines, Iowa  
(3 bids received)

Bid Package #95 (Acoustical Ceilings) \$91,271  
Award to: R and C Acoustical Services, Ames, Iowa  
(2 bids received)

Bid Package #99 (Painting) \$38,759  
Award to: Allied Construction Services, Des Moines, Iowa  
(3 bids received)

Bid Package #141 (Elevators) \$34,716  
Award to: Schumacher Elevator Company, Denver, Iowa  
(2 bids received)

Bid Package #151 (Mechanical) \$879,600  
Award to: L. A. Fulton and Sons, Urbandale, Iowa  
(4 bids received)

Bid Package #161 (Electrical) \$465,950  
Award to: Nikkel and Associates, Ames, Iowa  
(4 bids received)

Intensive Livestock Research and Instruction Facilities--  
Kildee/Meats Lab Addition--Issuance 2

Bid Package #3 (Electrical) \$1,416,172  
Award to: Menninga Electric, Carroll, Iowa  
(2 bids received)

Bid Package #4 (Plumbing/Mechanical) \$1,473,500  
Award to: Manning-Seivert Mechanical Contractors, Granger, Iowa  
(5 bids received)

Bid Package #5 (HVAC/Sheet Metal) \$1,658,000  
Award to: ACI Mechanical, Ames, Iowa  
(6 bids received)

GENERAL  
December 17, 1996

<u>Bid Package #6 (Testing and Balancing)</u>	<u>\$54,250</u>
Award to: Energy Management and Control Corporation, Topeka, KS (1 bid received)	
<u>Bid Package #8 (Elevators)</u>	<u>\$140,402</u>
Award to: Schumacher Elevator Company, Denver, Iowa (2 bids received)	
<u>Bid Package #9 (Shell)</u>	<u>\$2,812,000</u>
Award to: Story Construction Company, Ames, Iowa (3 bids received)	
<u>Bid Package #11 (Glass and Glazing)</u>	<u>\$527,377</u>
Award to: Iowa Contract Glazing, West Des Moines, Iowa (3 bids received)	
<u>Bid Package #12 (Rubber Roofing)</u>	<u>\$199,400</u>
Award to: Central States Roofing Company, Ames, Iowa (1 bid received)	
<u>Bid Package #23 (Drilled Concrete Piers)</u>	<u>\$38,784</u>
Award to: Longfellow Drilling, Clearfield, Iowa (1 bid received)	
<u>Utilities--Heating Plant--Chiller No. 4 Installation</u>	<u>\$222,200</u>
Award to: ACI Mechanical, Ames, Iowa (2 bids received)	

#### ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

Meats Laboratory--Refrigeration System Replacement  
Taylor Industries, Inc., Des Moines, Iowa

Gilman Hall Renovation, Phase 3--South Entrance Reconstruction  
Harold Pike Construction Company, Inc., Ames, Iowa

Laboratory of Mechanics Remodeling  
Harold Pike Construction Company, Inc., Ames, Iowa

Parking Lots 50A and 50B Improvements  
Manatt's, Inc., Ames, Iowa

Veterinary Medicine--Energy Conservation Remodeling--Phase 3  
ACI Mechanical, Ames, Iowa

Intensive Livestock Research and Instruction Facilities--Issuance 1

Bid Package #1 (Site Demolition)  
Con-Struct, Inc., Ames, Iowa

Bid Package #2 (Site Electric)  
Nikkel and Associates, Inc., Ames, Iowa

Carver Hall--Second Floor--Remodel for ICN Classroom  
Welker Construction Company, Inc., Marshalltown, Iowa

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<u>Utilities--Deaerator Surge Tank Replacement</u>	<u>\$273,784.01</u>
<u>Reiman Gardens</u>	<u>\$1,817,647.73</u>
<u>Utilities--Northwest Campus 13,800 Volt Feeder</u>	<u>\$583,467.62</u>
<u>West Campus--Construct Parking Lots</u>	<u>\$475,997.56</u>
<u>C. Y. Stephens Auditorium Improvements</u>	<u>\$318,165.21</u>

MOTION: Regent Mahood moved that the Register of Capital Improvement Business Transactions for Iowa State University be approved. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

**ANNUAL REPORT ON IOWA STATE CENTER.** The Board Office recommended the Board receive report on the Iowa State University Center for the year ended June 30, 1996.

Iowa State University contracted with Ogden Entertainment, Inc. in February of 1988 to manage the Iowa State Center for a five-year period, with the provision for two contract extensions of three years each. In January 1993, the Board approved the first three-

year extension to the contract through June 30, 1996, and in June 1996, the Board approved the contract extension through June 30, 1999.

Ogden is responsible for concession stands, beverage sales, and novelty sales at the center; the net return for concessions sales has increased from 27.0 percent in FY 1987 to 51.3 percent in FY 1996.

The total university subsidy provided to the center for FY 1996 was \$1,186,150. Originally, Ogden was to reduce the university general operating subsidy of \$718,509 in FY 1987 by \$300,000 within five years; they accomplished this by FY 1992 for which the university general operating subsidy was \$415,165. Since 1992, the University general operating subsidy has increased by \$100,180 or 24.1 percent.

Total attendance at the Iowa State Center (including Brunner Gallery and Farmhouse Museum for which Ogden is not responsible) in FY 1996 was 905,408 which is down from the record high attendance in FY 1995 of 1,005,181 but up from the FY 1994 attendance of 808,943. The overall increase in attendance at the Iowa State Center from FY 1987's attendance of 859,771 has been 45,637 or 5.3 percent.

Federal Emergency Management Agency (FEMA) funding of the 1993 flood-related expenses continues to be unresolved at the close of FY 1996; it was anticipated that this process will be brought to closure during FY 1997.

**ACTION:** President Newlin stated the Board received the report on the Iowa State University Center for the year ended June 30, 1996, by general consent.

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

University officials requested approval of an amendment to its lease as lessee with Kirkwood Community College for the university's use of 3,200 square feet of space located in Cedar Rapids, Iowa, for the East Central Iowa Area Extension Office, at the rate of \$1,787 per month (\$6.70 per square foot, \$21,444 per year) for a 22-month period.

University officials requested approval to enter a lease as lessee with the Randall Corporation for the university's use of 1,000 square feet of space located in Ames, Iowa, to be utilized by the Law Enforcement and Family Support Program at the rate of \$1,000 per month (\$12 per square foot, \$12,000 per year) for an 18-month period.

MOTION:

Regent Tyrrell moved to approve the leases, as presented. Regent Mahood seconded the motion, and upon the roll being called, the following voted:  
AYE: Arenson, Dorr, Kennedy, Lande, Mahood, Newlin, Pellett, Smith, Tyrrell.  
NAY: None.  
ABSENT: None.

MOTION CARRIED UNANIMOUSLY.

President Newlin 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 Tuesday, December 17, 1996.

**REGISTER OF PERSONNEL TRANSACTIONS.** The Board Office recommended the Board approve the university's personnel transactions, as follows:

Register of Personnel Changes for November 1996.

ACTION: The Board took no action to approve the personnel transactions this month.

**REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS.** The Board Office recommended the Board approve the university's capital register, as presented.

PROJECT DESCRIPTIONS AND BUDGETS

University officials presented one project with a budget of less than \$250,000. The title, source of funds and estimated budget for the project was listed in the register prepared by the university.

ARCHITECT/ENGINEER AGREEMENTS

<u>UNI-Dome Roof Replacement/Improvements--Phase III</u> Light Structures Design Consultants, White Plains, NY	<u>\$870,000</u>
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University officials presented a negotiated agreement for Board approval. Light Structures Design Consultants will bring to this project several decades of experience in the design of long-span structures. This experience includes many unusual roof systems including those covering large seating sports facilities. The firm also has experience with the specific construction methods that will be utilized for the installation of the roof structure.

The project team will include Mr. Horst Berger, one of the original building consultants who was instrumental in designing the UNI-Dome in the early 1970s. Mr. Berger was very active in preparing the feasibility study and providing information to the university since the roof deflation in December 1994. The design team will also include mechanical, electrical, sound, acoustical and architectural sub-consultants.

The agreement with Light Structures Design Consultants provides for a fee of \$870,000, including reimbursables.

MOTION:

Regent Kennedy moved to approve the university's capital register, as presented. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

President Newlin then asked Board members and institutional officials 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 Tuesday, December 17, 1996.

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

Register of Personnel Changes for November 1996.

**ACTION:** The Board took no action to approve the personnel transactions this month.

President Newlin then asked Board members and institutional officials 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 Tuesday, December 17, 1996.

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

Register of Personnel Changes for the period of October 20 to November 16, 1996.

**ACTION:** The Board took no action to approve the personnel transactions this month.

**APPROVAL OF THE FACULTY PROFESSIONAL DEVELOPMENT SYSTEM AND THE FACULTY PROCEDURES FOR INSTRUCTIONAL IMPROVEMENT.** The Board Office recommended the Board approve the faculty Professional Staff Development System and the Faculty Procedures for Instructional Improvement.

Since 1993, Iowa Braille and Sight Saving School officials have piloted a staff development system for faculty that was now proposed to replace the faculty performance appraisal system. The proposed system is supportive of continued faculty growth. Its purpose is to support student success by:

- supporting and encouraging staff to enhance current skills and to facilitate student outcomes;
- developing specific goals, working toward goal completion, and participating in ongoing dialog; and
- improving the quality of services as staff develop new strengths, skills, and interests.

The teachers and administrators who have been part of the pilot have revised the system for full implementation on the IBSSS campus.

The School's Advisory Committee reviewed the proposal in 1994 and 1995. At its September 1996 meeting, the Advisory Committee recommended that the Professional Staff Development System be docketed for Board approval.

In late spring, professional staff in consultation with supervisors develop goals and objectives for the next school year or longer.

Because the Professional Staff Development System is not punitive in nature, the school has developed a procedure to be used when a faculty member is to be disciplined. These procedures have been reviewed by the faculty, School administration, the Advisory Committee, and the Attorney General's Office.

The Faculty Procedures for Instructional Improvement may be instigated by supervisors when concerns arise about a faculty member's instructional performance in instructional planning, instructional delivery, classroom management, teacher-learner interaction, pupil evaluation, or other related subjects.

Faculty rights to due process are included in the policy.

MOTION: Regent Dorr moved to approve the faculty Professional Staff Development System and the Faculty Procedures for Instructional Improvement. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

**APPROVE PROPOSAL FOR SERVICES TO STUDENTS WHO ARE DEAF-BLIND.**

The Board Office recommended the Board (1) approve Iowa Braille and Sight Saving School's participation in a joint project with the Iowa Department of Education, Bureau of Special Education to provide consultant services to students who are deaf and blind; (2) approve the position description; and (3) authorize the Board Office to approve an annual contract, renewable up to four years.

As part of its on-going, Board-approved outreach efforts, Iowa Braille and Sight Saving School officials sought to cooperate with the Iowa Department of Education, Bureau of Special education, to provide consultant services to students who are both deaf and blind.

The program is meant to target infant and toddlers the first 2 years of the project. The project will establish formal, supportive links with agencies serving deaf-blind students

including the Iowa Department for the Blind, Iowa School for the Deaf, area education agencies, and local education agencies.

Personnel involved in the project will develop client/server relationships with a specified number of students. An additional 10 new cases are projected to be added to the case load in each of the years 2, 3, and 4.

The project will also establish a state-wide staff development plan to support the professional development of educators serving deaf and blind students.

The projected annual budget for the project is approximately \$55,000, of which \$25,000 will come from Project 307.11 funds and the remainder from the Deaf-Blind Restricted Fund of Iowa Braille and Sight Saving School. The Deaf-Blind Restricted Fund will be used to purchase a car for use by this staff member. The school will reimburse the fund by paying mileage for use of the car.

The projected budget was built predicated on a successful candidate with 10 years teaching experience and holding a Master's degree plus an additional 30 hours working on the 189 day contract of faculty.

Salary	\$37,835
Benefits (25%)	9,458
Subtotal	\$47,293
Travel and Meals	5,000
Supplies	2,000
Subtotal	7,000
Total	\$54,293

After the four years, Iowa Braille may negotiate to extend the project if the Iowa Department of Education has succeeded in winning a continuation grant. If the project is not renewed, the employee will have those rights afforded to any faculty member in the School's Reduction in Force Policy (Board of Regents Procedural Guide 4.23(F)).

Regent Tyrrell asked why the contract was for 189 days. Superintendent Thurman responded that it represented a faculty year.

Regent Pellett referred to the projection of an additional 10 new cases, and asked how many there were now. Superintendent Thurman responded that there were currently 73. Federal government sources indicate that there should be around 120 cases in Iowa based on demographics.

MOTION: Regent Pellett moved to (1) approve Iowa Braille and Sight Saving School's participation in a joint project with the Iowa Department of Education, Bureau of Special Education to provide consultant services to students who are deaf and blind; (2) approve the position description; and (3) authorize the Board Office to approve an annual contract, renewable up to four years. Regent Mahood seconded the motion. MOTION CARRIED UNANIMOUSLY.

**APPROVAL OF LEASE AGREEMENT BETWEEN THE IOWA BRAILLE AND SIGHT SAVING SCHOOL AND THE CITY OF VINTON.** The Board Office recommended the Board approve the lease, as follows:

School officials requested approval to renew its lease as lessor with the City of Vinton for its use of approximately 7 acres of land located south of the Iowa Braille and Sight Saving School campus for use as a public park and playground area at the rate of \$1 per year for a ten-year period.

MOTION: Regent Tyrrell moved to approve the lease, as presented. Regent Mahood seconded the motion, and upon the roll being called, the following voted:  
AYE: Arenson, Dorr, Kennedy, Lande, Mahood, Newlin, Pellett, Smith, Tyrrell.  
NAY: None.  
ABSENT: None.

MOTION CARRIED UNANIMOUSLY.

President Newlin then asked Board members and institutional officials if there were additional items for discussion pertaining to Iowa Braille and Sight Saving School. There were none.

GENERAL  
December 17, 1996

**ADJOURNMENT.**

The meeting of the State Board of Regents adjourned at 2:17 p.m., on Tuesday, December 17, 1996.

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R. Wayne Richey  
Executive Director