

Rising to the Next TIER Frequently Asked Questions

Timeline for the Analysis of the Academic Areas

What is the timeline for TIER now that students and faculty are returning to the campuses?

Responding to feedback from university stakeholders, the Board of Regents agreed to slow the implementation of some of the administrative business cases. This is a positive step to allow more time for review and feedback from faculty and staff. As a result, the timeline for the analysis of the academic areas will also be delayed. That has presented a scheduling conflict for KH Consulting, which had been retained by Deloitte to measure the efficiency and effectiveness of the academic programs at the three public universities. KH completed all of the work for which they were contracted in the first phase of this project and Deloitte will now retain a new firm to review the academic programs.

What does this mean for the working groups convened for the academic review?

Meetings with some of these groups will be temporarily postponed. An updated timeline will be provided later this semester.

Campus Input

How can university departments, students, etc., provide information/expertise and get involved in the TIER study?

With implementation (Phase 3) there will be more opportunities for additional individuals to get involved. We have had participation in Town Hall interviews and meetings to date with over 700 people. We are continuing to meet with people throughout Phase 2 with development of business cases and there will be plenty of other opportunities for participation in the implementation phase.

Individuals wishing to voice their concerns or get more involved in the TIER study can share their comments at <http://www.regents.iowa.gov/TIER/tier.htm>.

Implementation

What is the approval process for moving into implementation? Who is involved and when will this occur?

Deloitte will present its analysis through the completed business cases to the Board for consideration. The Board will determine the areas for implementation based on the facts of the business cases.

Is it certain that all of the 17 business cases identified in Phase 1 will be implemented following review in Phase 2 if the business cases are shown to result in savings that would benefit the universities?

Following the development and review of the 17 business cases, it is possible that any could be dropped from consideration should the business cases indicate they would not provide favorable efficiency savings.

Are the business cases standard across three universities, and will the analysis of each area be similar at all three schools? All three schools are very different and hope we will not put all into same box.

There are many opportunities system wide; many apply to all three universities but that does not mean they would be handled in the same manner at each school. Deloitte recognizes the importance of conducting its analysis with consideration for the uniqueness of each university.

How will you monitor and verify implementation results? The impact of changes after implementation are rarely monitored.

The Regents are committed to a long-term process. It is expected that this process, with implementation, will take multiple years. Tracking the anticipated savings will be extremely important to understand the return on investment. We expect that the monitoring of any savings would occur from the beginning of implementation throughout the implementation process and beyond. The Regents are very committed to knowing the outcomes in the long term and will be monitoring cost savings, as will the university presidents.

Phase 2 Business Cases

Where can I find a list of the 17 business cases that are being developed in Phase 2?

See pages 8-18 from Deloitte's June TIER Town Hall presentations at the following link – <http://www.regents.iowa.gov/TIER/TIERTownHallspp06162014Final.pdf>

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What is the timetable for the development of business cases?

Phase 2 began in June 2014. The Phase 2 review of 12 Administrative areas is expected to be complete in August. The Phase 2 review of the five Academic areas is expected to be a greater focus of Deloitte's work in the fall with the return of faculty, staff and students to campus and will be complete in December.

With the 17 opportunities identified for further review in Phase 2, what happens to the remaining opportunities identified by Deloitte in Phase 1?

The outcomes of Phase 1 included the identification of more than 100 opportunities, and Deloitte is moving forward with developing business cases for 17 opportunities which hold the most promise for efficiency savings. The remaining opportunities identified by Deloitte may be selected for further review later in Phase 2, or each university may pursue individual identified opportunities to be coordinated within the TIER project management structure.

Will faculty, staff and students have input into the analysis for Phase 2?

Yes, faculty, staff and students will be closely involved with working groups throughout the fall to develop business cases for the academic areas. In addition, during the summer the team has been obtaining input from faculty, staff and students for the administrative business cases.

Savings Estimates

What is the current estimate of Administrative savings identified during Phase 1 of TIER?

While \$30 million - \$80 million is the broad savings estimate determined during the Phase 1 project, this was developed over a short (10 week) period of time. The estimates for the 17 opportunity areas are being further refined with the additional analysis and development of business cases in the Phase 2 project.

When will you have an estimate of Academic savings?

The Phase 2 academic review will receive greater focus beginning in the fall with the return of faculty, students and staff to campus. An initial estimate of academic savings is anticipated to be available with the completion of the academic review, which is anticipated in December of this year.

Sounding Board Groups

What are the campus Sounding Board groups and what is their role?

The Sounding Board groups consist of faculty, staff and students, including union representatives, who provide another outlet for Deloitte to receive campus input. Sounding Board participants are encouraged to share with Deloitte the questions, comments, and concerns being expressed on campus as the TIER study progresses.

Summer 2014 Work Plan

What will be the focus of Deloitte's work during the summer when many students, faculty and staff are away from campus?

As Deloitte moves to Phase 2 of the project and continues its work over the summer months, the primary focus will be on the administrative analysis. The analysis of academic areas will also continue, but at a slower pace. In the fall, with the return of faculty, students and staff to

campus, Deloitte's academic review will become a greater priority to ensure the appropriate level of faculty engagement in the TIER review.

Deloitte is interested in continued input from the university communities and the public over the summer months. All are encouraged to continue to submit comments on the TIER websites of the Board and the universities, all of which can be accessed from the Board's website <http://www.regents.iowa.gov/TIER/tier.htm>.

Choosing the Consultant

What criteria did you use for selecting a consultant?

The procurement process which selected the consultant is regulated by the State of Iowa and can be found online at <http://www.regents.iowa.gov/Policies/Chapter%207/chapter7.06.htm>

Generating Revenue

Are the three universities considering new programs to generate revenue?

At this point in the review, we are open to considering all creative ideas to strengthen the universities.

Can we cut costs and boost revenues by leveraging technology?

Technology is one of the areas being reviewed. Other universities have seen strong results leveraging new technology for both cost savings and revenue generation. At this time, we don't know if that will be a possibility for the Iowa system but it will be assessed.

Saving Money

Is TIER expecting to save a specific amount of money and, if so, over what period of time?

There is no "target savings amount" for TIER; the goal is to identify savings that can be reinvested back into the universities' missions.

Engagement with the Community

How can I voice my ideas and/or concerns?

We encourage you to share your ideas through one of the following four websites:

University of Iowa – <http://efficiency.uiowa.edu/>

Iowa State University – <http://web.iastate.edu/efficiency/>

University of Northern Iowa – <http://www.uni.edu/web/efficiency>

Board of Regents - <http://www.regents.iowa.gov/TIER/tier.htm>

Program Scope and Impact

How will TIER affect my department and other departments that I work with closely?

We do not know any specific departmental impacts at this time. We are still in the information-gathering phase of the review. We look forward to hearing your ideas on this topic.

Has the TIER Subcommittee considered the unique culture at each of the universities?

Yes. We understand each university has its own culture and other aspects that make it unique. We also know that all three universities share many things in common. That is why the TIER Subcommittee will look at each university independently, and also review the system as a whole.

What are some specific examples of change we can expect from TIER?

We do not know any specific changes at this time. We look forward to hearing your ideas on this topic.

Will this have any impact on jobs?

We don't know; we are still in the information-gathering phase of the review.

Will "efficiency" lead to diminished opportunities or services for students?

No. One of the goals of TIER is to continue to provide high-quality education and service for students. Although service delivery may change, service quality will not be diminished, but rather potentially improved.

Which academic programs are included in the review?

All academic programs are under review. We will be reviewing each program to identify opportunities to improve efficiency. The first phase of TIER will focus on understanding each university's offerings and identifying opportunities for deeper evaluation.

Why are you only looking at undergraduate programs?

Phase 1 of TIER is focused on undergraduate programs, because the majority of the programs and students are undergraduates. Therefore we anticipate undergraduate programs are where we will find the most initial opportunities. We plan to include the graduate programs and professional schools for review in a later phase.

Are academic professionals involved in the decisions about academic matters?

Yes. During Phase I, our team will visit each university to better understand how academic decisions are made. We will work closely with faculty to identify potential improvement opportunities.

Are you going to shift more of our classes and programs into a Distance Learning format?

Distance Learning is one of the many items under consideration; however, we know Distance Learning is not right for every student or every program. During our review, we will consider all methods to enhance learning and deliver instruction more cost-effectively. After the Phase 1 review is complete, we will have a better idea of how Distance Learning fits into the potential opportunities.

How will faculty participate in TIER?

We are actively seeking participation from faculty, as well as other stakeholder groups. During Phase 1, this includes faculty interviews and academic review forums in addition to the standard communication formats provided to all stakeholders

Will faculty get to see the results of the review while it's still a draft so we can comment on your findings?

We will solicit input from faculty groups and leaders at key points in each phase of the program, including several milestones before final implementation decisions are made.

Public Forums

Where can I watch the video of each campus public forum?

[University of Iowa](#) (3/28/2014)

[Iowa State University](#) (4/1/2014)

[University of Northern Iowa](#) (4/7/2014)

Documents Requested

What data, policies, documents and other information has Deloitte Consulting requested?

Deloitte Consulting's initial data request is available [here](#).

Program Approach and Timeline

What is the program timeline?

Phase 1 of TIER includes a 10-week broad review of all in-scope areas and a compilation of opportunities to reduce costs, increase revenue, and improve service. The opportunities will be narrowed at the end of Phase 1 for further study in Phase 2.

Who will be interviewed?

Faculty, staff, and students at each of the universities will be interviewed.

How will the progress of TIER be communicated?

Ongoing information about TIER will be communicated through many channels including website updates, emails, public forums, meetings, and interviews. We will evaluate the effectiveness of our communications on a regular basis to determine if additional communications are needed.

How will decisions be made about which opportunities to pursue?

The Board of Regents TIER Subcommittee will set specific criteria to help prioritize and decide which opportunities will be pursued and potentially implemented. The prioritization process will be both transparent and fair.