

The State Board of Regents met on Wednesday and Thursday, February 19 and 20, 1997, at the University of Iowa, Iowa City, Iowa. The following were in attendance:

	<u>February 19</u>	<u>February 20</u>
<u>Members of State Board of Regents</u>		
Mr. Newlin, President	All sessions	All sessions
Mr. Arenson	All sessions	All sessions
Mr. Dorr	All sessions	All sessions
Mrs. Kennedy	All sessions	All sessions
Mr. Lande	All sessions	Excused at 10:45 a.m.
Ms. Mahood	All sessions	All sessions
Mrs. Pellett	All sessions	All sessions
Mrs. Smith	All sessions	All sessions
Dr. Tyrrell	All sessions	All sessions
<u>Office of the State Board of Regents</u>		
Executive Director Richey	All sessions	All sessions
Deputy Executive Director Barak	All sessions	All sessions
Director Houseworth	All sessions	All sessions
Director Stadlman	All sessions	All sessions
Associate Director Racki	All sessions	All sessions
Associate Director Sutton	All sessions	Excused
Assistant Director Lodge	All sessions	All sessions
Assistant Director Tiegs	All sessions	Excused
Minutes Secretary Briggie	All sessions	All sessions
<u>State University of Iowa</u>		
President Coleman	All sessions	All sessions
Provost Whitmore	All sessions	All sessions
Vice President Skorton	All sessions	All sessions
Vice President True	All sessions	All sessions
Associate Vice President Small	Arrived at 3:00 p.m.	All sessions
General Counsel Schantz	Arrived at 2:00 p.m.	Excused
<u>Iowa State University</u>		
President Jischke	All sessions	Excused at 10:00 a.m.
Provost Kozak	All sessions	Excused at 10:00 a.m.
Vice President Madden	All sessions	Excused at 10:00 a.m.
Executive Assistant to President Dobbs	All sessions	Excused
Assistant to the President Bradley	All sessions	Excused
Assistant to the President Mukerjea	All sessions	Excused
Interim Director Anderson	All sessions	Excused
<u>University of Northern Iowa</u>		
President Koob	All sessions	Excused at 10:15 a.m.
Provost Marlin	All sessions	Excused at 10:15 a.m.
Vice President Conner	All sessions	Excused at 10:15 a.m.
Vice President Follon	All sessions	Excused at 10:15 a.m.
Executive Assistant to President Geadelmann	All sessions	Excused at 10:15 a.m.
Director Chilcott	All sessions	Excused at 10:15 a.m.
<u>Iowa School for the Deaf</u>		
Superintendent Johnson	All sessions	Excused at 10:19 a.m.
Director Heuer	All sessions	Excused at 10:19 a.m.
Interpreter Reese	Excused	Excused at 10:19 a.m.
Interpreter Collier	Excused	Excused at 10:19 a.m.

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Iowa Braille and Sight Saving School
Superintendent Thurman
Director Woodward

All sessions
All sessions

Excused at 10:21 a.m.
Excused

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GENERAL

The following business pertaining to general or miscellaneous business was transacted on Wednesday and Thursday, February 19 and 20, 1997.

APPROVAL OF MINUTES OF BOARD MEETINGS OF NOVEMBER 20-21 AND DECEMBER 16-17, 1996. The Board Office recommended the Board approve the minutes.

The minutes of the November 20-21 and December 16-17, 1996, Board of Regents meetings were presented for approval. The minutes of the January 15-16, 1997, Board of Regents meeting had not been completed because the Minutes Secretary was serving in the capacity of Administrative Assistant to the Executive Director from October through December of 1996. The January minutes will be presented for approval next month.

ACTION: President Newlin stated the Board approved the minutes of the November 20-21 and December 16-17, 1996, meetings, by general consent.

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

Approve the proposed name change 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 at the University of Iowa;

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Approve the proposed name change of the Department of Family Practice at the University of Iowa to the Department of Family Medicine;

Approve the proposed name change of the Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences at the University of Iowa;

Approve the proposed name change of the Division of Counselor Education to the Division of Counseling, Rehabilitation and Student Development at the University of Iowa;

Approve the proposed name change of the Iowa Urban Community Research Center at the University of Iowa to the Center for Criminology and Social-Legal Studies;

Approve the proposed name change and expanded mission for the Instructional Resources Center at Iowa State University to the Center for Technology in Learning and Teaching;

Receive the report on the Iowa 4-H Foundation (Iowa State University);

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

Receive the schedule of Board meetings.

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

REPORT ON FACULTY ACTIVITIES. The Board Office recommended the Board:

(1) Instruct the universities to implement management mechanisms to ensure effective oversight and monitoring of faculty activities at the departmental, collegiate, and institutional levels.

(2) Instruct the institutions to develop a common portfolio information system to ensure that the universities can effectively manage faculty productivity and that the Board can provide appropriate oversight of this important activity.

(3) Adopt the following principles and policies to govern faculty workload activities and request the universities to articulate and implement their institutional policies, given their distinctive institutional and collegiate missions, in accordance with these principles and policies:

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- Each university's mission, vision, and strategic plan will serve as the primary directive for faculty workload policies. Faculty workloads are instrumental in assuring that faculty resources are used appropriately and effectively to accomplish the goals of the institution's strategic plan.
 - Faculty workload policies will articulate an appropriate balance among the commonly accepted faculty responsibilities of teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service.
 - Specific workload expectations will be based on the individual strengths, knowledge, and skills of each faculty member.
 - Policies will define common workload elements among faculty and incorporate a process for determining appropriately individualized responsibilities for faculty portfolios.
 - Faculty members will have a significant role in the development of their portfolios.
 - Annual and other appropriate evaluations of all individual faculty (e.g., promotion and tenure actions, renewal of appointments and contracts, determination of annual compensation, and adjustments in work duties) will be based on assigned responsibilities as expressed in the faculty member's portfolio and on evidence of quality and quantity of work performed.
 - Annual evaluations of administrators at the institutional, collegiate, and departmental levels will include a factor relating to effective administration of faculty portfolios.
- (4) Request that these management mechanisms and the faculty portfolio information system be reported to the Board for its review in May 1997 as part of the annual governance report on instructional workload, faculty effort, and professional activity.
- (5) Request that the institutions gather faculty workload information from their established group of peer institutions.

Past Board Actions Related to Faculty Activity:

The Board has repeatedly demonstrated its ongoing concern for and commitment to the effective deployment and management of faculty resources. The Board commissioned

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the 1987-89 KPMG Peat Marwick study of the Regent institutions, which contained an entire 100-page volume on faculty workload.

In December 1992 the Board approved institutional plans to enhance faculty productivity and effectiveness. In the area of instructional activity each institution established goals to strengthen undergraduate education.

Iowa State University established a goal to have all faculty involved in undergraduate teaching. It set targets to be achieved by 1995-96 that included:

- 95 percent of tenured and probationary faculty paid from instructional funds would teach undergraduate courses;
- 65 percent of student credit hours in organized sections would be taught by tenured and probationary faculty;
- the ratio of student credit hours per full-time equivalent faculty would be 210:1.

The University of Iowa established a goal to increase the involvement of tenured and tenure-track faculty in undergraduate education. It set 21 faculty-student contact benchmarks that included:

- 70 percent of courses in the liberal arts taken by freshmen and sophomores would be taught by faculty;
- 85 percent of courses in the liberal arts taken by juniors and seniors would be taught by faculty;
- no courses would be taught by teaching assistants when faculty instruction is more appropriate.

The University of Northern Iowa established goals to improve productivity by reducing the frequency of offering classes with low enrollments and maintaining faculty accessibility to students outside the classroom.

Each university was asked to, and is in the process of, responding to the 1996 Pappas report recommendations regarding the roles of faculty and the most effective ways to measure performance and implement appropriate incentives to achieve compliance with desired results. These new institutional policies will be reported to the Board in

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May 1997 as part of the annual governance report on instructional workload, faculty effort, and professional activity.

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Summary of Faculty Instructional Workload Data:

At Regent request, over the past several months the universities have been collecting an extensive amount of information about their faculty. Most of this information has focused on the individual characteristics of the faculty (rank, tenure status, salary, etc.) and the amount of time they spend in the classroom.

At Regent Dorr's request, the universities provided up to five years of data listing the semester undergraduate and graduate teaching hours, cash salary, employer-paid fringe benefits, and grants received for all tenured and tenure-track faculty, graduate assistants, and adjunct faculty.

The University of Iowa and Iowa State University provided information on compensation, teaching load, and grants in separate databases that are extremely difficult to correlate and analyze effectively. The University of Northern Iowa was able to provide this information in an integrated format.

Data reported in response to Regent Dorr's request are not fully comparable among the three institutions but do provide some instructional inputs and outputs that shed some light on some aspects of instructional productivity.

Initial analyses of the data from the reports reveal that Regent tenured and tenure-track faculty as a whole teach courses generating the substantial majority of all student credit hours and write grants to obtain hundreds of millions of dollars of non-state funding for basic and applied research. Some of the data, however, draws attention to apparent or potential imbalances and discrepancies in instructional workloads. These concerns require careful review and, where appropriate, corrective actions to address performance standards for selected cohorts of faculty and within affected departments and colleges.

The Regents were provided with a table which gave an overview of instructional productivity (as measured by student credit hours generated) according to tenure status by college within each institution for the Fall 1995 semester. Some colleges have higher proportions of tenured and probationary faculty engaged in teaching than do others. This occurs both within an institution and among similar colleges across institutions.

Nearly all professional schools at the University of Iowa, for example, generate the vast majority of their student credit hours from courses taught by tenured and probationary faculty. Six of the University of Iowa's nine colleges (dentistry, nursing, engineering,

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law, pharmacy, and medicine) have credit hour generation by tenured and probationary faculty that exceeds their representation on the faculty as a whole.

The colleges of veterinary medicine, agriculture, family and consumer science and engineering at Iowa State University all generate 80 percent or more of their student credit hours with tenured and probationary faculty.

The University of Northern Iowa has a distinct institutional mission that places primary emphasis on undergraduate education. It fares well in accountability measures that value teaching. All but one of the University of Northern Iowa's five colleges have credit hour generation by tenured and probationary faculty that exceeds their representation on the faculty as a whole.

Some aspects of the data, however, raise potential concern. The College of Liberal Arts at the University of Iowa and the College of Liberal Arts and Sciences at Iowa State University have the lowest percentages of credit hours generated by tenured and probationary faculty. They also have the highest proportion of credit hours generated by graduate teaching assistants. The significance of this distribution pattern is compounded by the fact that these colleges generate well over half of all student credit hours at their respective universities.

The Colleges of Education at the University of Iowa and Iowa State University have the second lowest percentages of credit hours generated by tenured and probationary faculty, as well as the second highest percentages of credit hours generated by graduate assistants.

These measures of instructional productivity, however, are not uniformly shared within each college. Within the colleges of liberal arts and education at the University of Iowa and Iowa State University, there is significant variation in credit hour percentages by department.

The Regents were provided with a table which illustrated the wide range of departmental outputs in those colleges for the Fall 1995 semester. Eleven of twenty departments in Iowa State University's College of Liberal Arts and Sciences generate between 69 percent and 93 percent of their student credit hours in courses taught by tenured and probationary faculty. The departments of economics, psychology, and geological/atmospheric sciences are above the 90 percent level.

The percentage of credit hours generated by tenured and probationary faculty in the liberal arts departments at the University of Iowa ranges from a high of 100 percent (geology) to 3 percent (rhetoric).

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As reported to the Board in the May 1996 governance report on instructional workload, faculty effort, and professional activity, over the past decade the overall percentage of student credit hours generated by tenured and tenure-track faculty at Regent universities has increased. Credit hours generated by non-tenure track faculty and graduate teaching assistants have decreased.

Portfolio development takes into account the entire range of professional activities that faculty work includes.

President Newlin distributed a revised docket memorandum which offered the following changes to the recommended action:

(1) Instruct the universities to implement management mechanisms to ensure effective oversight and monitoring of faculty workload activities at the departmental, collegiate, and institutional levels.

(2) Instruct the institutions to develop a common portfolio database information system to ensure that the universities can effectively manage faculty workloads [~~delete: productivity~~] and that the Board can provide appropriate oversight of this important activity.

(3) Adopt the following principles and policies to govern faculty workload activities and request that the universities fully develop, articulate, and implement their institutional faculty workload policies, given their distinctive institutional and collegiate missions, in accordance with these principles and policies:

- Each university's mission, vision, and strategic plan will serve as the primary directive for faculty workload policies. Appropriate faculty workloads are instrumental in assuring that state and institutional [~~delete: faculty~~] resources are used appropriately and effectively to accomplish the goals of the institution's strategic plan.
- Faculty workload policies will articulate an appropriate balance among the commonly accepted faculty responsibilities of teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service.
- Specific workload expectations shall be based on collegiate and departmental missions, and the individual strengths, knowledge, and skills of each faculty member. Faculty members will have a significant role in the development of their portfolios. [This second sentence was moved from its prior location.]

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- Each university will instruct each college and department to develop academic mission and vision statements and goals that will define for the faculty an appropriate combination of effort in teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service.
- Each university will charge each college and department to develop benchmarks and clear indicators of progress for faculty workload. These benchmarks shall be reported to the Board for its review and approval in May 1997.
 - The benchmarks and indicators of progress shall include information reflecting the proportion of student credit hours (SCH) generated by faculty and graduate assistants in each college and department as a whole.
 - The benchmarks and indicators of progress shall include information comparing peer collegiate and departmental data, where available, with respect to student credit hours (SCH) taught by faculty and graduate teaching assistants in each similar college and department as a whole.

[Delete: Policies will define common workload elements among faculty and incorporate a process for determining appropriately individualized responsibilities for faculty portfolios.]

- Annual and other appropriate evaluations of all individual faculty (e.g., promotion and tenure actions, renewal of appointments and contracts, determination of annual compensation, and adjustments in work duties) will be based on accomplishment of assigned responsibilities as expressed in each faculty member's portfolio and on evidence of quality and quantity of work performed.
- Annual evaluations of administrators at the institutional, collegiate, and departmental levels will include a factor relating to effective administration of faculty portfolios.

(4) Request that a progress report on these management mechanisms and the faculty portfolio database information system be reported to the Board for its review in May 1997 as part of the annual governance report on instructional workload, faculty effort, and professional activity.

(5) Request that the institutions gather, where available, collegiate and departmental faculty workload information annually from their established group of peer institutions.

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(6) Instruct the universities to continue to monitor and enhance efforts to raise the quality of undergraduate teaching.

Provost Marlin stated that the University of Northern Iowa's primary mission is teaching and the education of its students which she said was overwhelming apparent in the reports that had been presented. Faculty teaching exceeds 11 credit hours per semester which reflected the primacy of the teaching mission of the University of Northern Iowa. She noted that the number of credit hours taught by faculty was a very incomplete measure of faculty activity. Effective teaching in the classroom requires extensive preparation outside the classroom. Faculty must constantly update their materials.

Provost Marlin stated that University of Northern Iowa officials implemented a faculty portfolio approach in the fall of 1992. She described the guiding principle of the portfolio approach. In order to provide the Regents with a tangible sense of what the portfolios look like, she described the portfolios of three faculty. She noted that all portfolios contain teaching but in different amounts. Donna Maier is a professor of history and a specialist in African History. Her portfolio emphasizes research. She has written numerous books including a world history text, is on various university committees, is a professional reviewer and editor of a journal. Professor Russell Wiley is a professor of environmental chemistry. His portfolio is more focused on teaching. Provost Marlin found in his file letters from former students whom he had taught expressing how much he had meant in their professional development. The portfolio of Professor Steven Corbin of the department of marketing emphasizes service. Professor Corbin coordinates the marketing internship program and cooperative education program in marketing. He performs much student supervision and he coordinates the evening degree program.

Provost Marlin concluded by stating that the university needs the collective talents of all faculty to meet the aggregate mission. She then introduced Professor Joel Haack, chair of the Faculty Senate and head of the mathematics department, to discuss how the portfolio works.

Professor Haack illustrated how the individual faculty portfolios allow a department to meet its needs while capitalizing on individual strengths.

Regent Smith referred to the service component of a faculty portfolio and asked what type of activities were included. Provost Marlin responded that it was a myth that every activity falls into one of three categories of teaching, research and service. There is a very synergistic relationship between activities. She provided the example of a faculty member working on a research project with a student. Faculty in the College of

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Education are often called upon to provide in-service types of presentations to schools. The university sponsors a huge (over 900 Iowa teachers) math conference on campus. At the national level, University of Northern Iowa faculty are involved in developing national standards. Mathematics faculty are on national committees. Faculty also participate on university governance and strategic planning committees. Faculty spend a lot of time on appeal committees listening to appeals before they come to the Board.

Regent Smith stated that Board members recently heard a presentation from representatives of the Department of Education regarding how University of Northern Iowa faculty are working with local teachers on distance learning. Is that type of activity considered service? Provost Marlin responded that it was part of the outreach to Iowa teachers effort.

Regent Arenson asked if there was currently a mechanism whereby each department sets up a portfolio of how much time a professor will spend on teaching, research and service. Provost Marlin said that is done in each faculty member's portfolio which is reviewed annually. She meets with the deans to review portfolios.

Regent Arenson asked if the institution as a whole has a policy for an overall proportion of time devoted to each of the three areas. Provost Marlin responded that the overwhelming emphasis is on teaching.

Regent Mahood thanked university officials for the presentations, noting that she had two of the three professors mentioned by Provost Marlin when she was a student at the University of Northern Iowa.

Regent Smith asked if the faculty portfolio approach was recommended by Pappas. Provost Marlin responded affirmatively, noting that University of Northern Iowa officials had instituted the process in 1992, prior to the Pappas recommendation.

Regent Dorr asked if there is a written policy relative to how these assignments are made as far as levels of expectations and analysis of performance. Provost Marlin responded that there are written policies regarding faculty performance evaluation of which the portfolio is a part. Faculty are provided with salary letters, the content of which is discussed with each faculty member. If a portfolio is not successfully accomplished it would be reflected in the letter of evaluation and in the salary. The letters are written by department chairs with oversight at the dean's level and with Provost Marlin.

President Newlin asked for an aggregate percentage of faculty time to be devoted to teaching at the University of Northern Iowa. Provost Marlin responded that a

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percentage had not been established. She said there are teaching expectations. Three 3-hour courses would be the norm which would be 75 percent of a faculty member's time.

Regent Tyrrell asked for an explanation of the difference between contact hours and percentage of time teaching. Provost Marlin stated that university wide almost no teaching assistants are used; less than 2 percent of all courses are taught by teaching assistants. However, labs are taught more by assistants. Those assistants are non-tenure track adjunct faculty rather than teaching assistants.

Regent Dorr asked for the trend on the use of adjunct faculty over the last 5 years. Provost Marlin responded that it was approximately 20 percent to 25 percent.

Regent Dorr asked for a definition of non-sponsored research. Provost Marlin responded that non-sponsored research is performed without external sources of funding.

Regent Dorr asked for a definition of administrative activities. Provost Marlin provided the example of Professor Haack who is the chair of the Department of Mathematics. Other activities would include internal service such as strategic planning committee or search committee.

Regent Dorr asked if the amount of time spent on these types of activities was within a normal range. Provost Marlin said it was normal for faculty to be involved in governance. Some individuals have very heavy administrative responsibilities.

President Newlin stated that Provost Marlin and her colleagues were to be congratulated on their faculty portfolio approach. It appeared to be working quite well. He said the Regents looked forward to the annual report in May.

President Coleman stated that the University of Iowa has three missions -- teaching, research and service -- all of which are accomplished well. She provided examples of the university's high quality and value as published in U.S. News and Word Report and in Kiplinger Report. She said these results did not happen by accident. The university's goals relate to its mission. She noted that the recommendations from the Pappas report for the university had been pursued aggressively in the last 8 months.

Provost Whitmore provided an update of what has happened on the University of Iowa campus regarding faculty activities in the last 5 to 6 years. He said that one of the unique strengths of the state of Iowa is that many years ago the Board established three distinct missions for each of its universities. The University of Iowa will provide

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undergraduate, professional and graduate education. One-third of the University of Iowa's students are graduate students. He stated that undergraduate students are not the sole emphasis of the university's mission. University officials believe that the university provides quality education for undergraduates partly because of the research mission. There are extensive research programs involving undergraduate students.

With regard to faculty workload, Provost Whitmore stated that University of Iowa faculty work an average of 58.3 hours per week. Sixty percent of faculty time is spent on various teaching activities which includes undergraduate and graduate teaching. He said the aggregate contact hours is 9.

Provost Whitmore stated that 61 percent of tenured and tenure-track faculty teach undergraduates which is nearly a 21 percent increase. University officials intend to increase the number of credit hours generated by tenured and tenure-track faculty in the upcoming years. There will be an expansion of the honors program and an expansion of the study abroad program. University officials intend to involve more undergraduates in research internship and volunteer learning experiences.

Provost Whitmore stated that 20 percent of the credit hours generated last year were by graduate teaching assistants. By doing so, university officials are training the faculty of the future. He said the University of Iowa has a very fine group of graduate students. He described the process by which graduate assistants are tested for their teaching abilities and communication skills which was another effort toward improving the teaching of undergraduate students.

Provost Whitmore stated that in the future the University of Iowa will be moving toward a portfolio of faculty responsibility. He introduced Professor Sheldon Kurtz, Faculty Senate President, to provide a progress report on the work of the faculty committee charged with the portfolio discussions on campus.

Professor Kurtz provided the Regents with a proposed draft of the post-tenure efforts allocation policy. He said he fully expects the policy will be on the docket for Board approval at its May meeting. He described the principles that apply to the work of faculty once they have earned tenure. He said the aggregate effort of all faculty will primarily be devoted to teaching and research and to a lesser extent to service. All faculty will be evaluated pursuant to how they perform their individual portfolios. He stated that clearly the view of the committee that drafted this policy is that it is a win-win policy. There has been preliminary presentation of the policy to the deans. The proposal is generating a lot of favorable discussion among the faculty.

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Regent Arenson asked how the new policy will raise the level of quality of teaching. Professor Kurtz responded that faculty will be performing to their strengths.

Regent Dorr asked if this policy would effectively enable university officials to remove those faculty who are not performing up to the level of expectation. Professor Kurtz responded that this policy was not intended to address that question. There are, however, policies in place at the university which do address the issue to which Regent Dorr referred.

Regent Arenson asked if there will be a policy of an ideal portfolio for a college or department that is established top down. Professor Kurtz responded that the provost and deans must approve the portfolios. Provost Whitmore said he envisioned that unit norms would be established and that negotiations between deans and department executive officers would take place as to what would be the teaching responsibility for a certain size of faculty. He said it sounded like that is how it is done at the University of Northern Iowa.

Regent Arenson asked if approval would rise to the level of provost's office. Provost Whitmore responded affirmatively, stating that the provost would review the portfolios on an annual basis.

Regent Arenson referred to the data which indicated that the department of rhetoric faculty are teaching about 15 percent of the classes. He asked if university officials intend to raise that level in the future and, if not, whether they should consider doing so.

Provost Whitmore stated that the University of Iowa's rhetoric program is one of the outstanding programs at the university. He said it was normal across the country for rhetoric to be taught by teaching assistants. It is an effective way to deal with a large number of students who need intimate attention. Classes are about 20 in size in order to provide individual attention. He said that in the fall of 1995 172 undergraduate sections were offered in rhetoric. Twenty-six of those were taught by faculty and 146 were taught by teaching assistants. Spanish is another heavily-enrolled class. Of 87 sections, 8 were taught by faculty and 79 by teaching assistants. He noted that these are often introductory basic skills courses. These courses also have extensive training programs and constant review of the performance of teaching assistants. The graduate students who teach these courses are evaluated by the students they teach. Evaluation forms are analyzed and if there are improvements that can be made, they will be made.

Regent Arenson asked whether university officials anticipated that the percentage of faculty who teach rhetoric courses would increase under the new portfolio method.

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Provost Whitmore responded that the program works so well he was unsure whether they would attempt to change it. If all of these sections were to be taught by tenure-track faculty it would require 73 additional faculty positions.

Regent Arenson asked about raising the quality of the undergraduate experience. Provost Whitmore responded that in order to improve quality, university officials will encourage students to have more study abroad experience. University officials will improve the relationship of undergraduate education to research aspects of the university through the technology teaching initiative and through the portfolio program.

Regent Pellett asked about benchmarks for increasing the number of tenure-track faculty who teach undergraduate courses. Provost Whitmore responded that the benchmark is to increase those numbers by 10 percent over the next 5 years.

Regent Kennedy stated that one of the ways of ensuring long-term success is a reward system. Has the faculty committee considered a reward system? Professor Kurtz referred to the principles of the post-tenure effort allocation policy which deals with the merit pay issue. He said there is broad acceptance of the first three principles. The fourth principle is engendering the widest discussion. The faculty committee members believe this policy will affect a culture shift at the University of Iowa although it will take time. He believes the policy reflects the notion that very high teaching and scholarship needs rewarded. Clearly the perception among the faculty is that high quality research is rewarded and that high quality teaching is not rewarded.

Regent Lande noted that in several places in the documentation from the post-tenure effort allocation committee it referred to the university missions of teaching, research and to a lesser extent service. He asked Professor Kurtz to expand on the faculty committee discussion concerning the university's mission.

Professor Kurtz stated that the framework of teaching, research and service was adopted in the mid-1970s. The service element has always taken sort of a back seat to teaching and research. He stated that Provost Marlin had provided some good examples of faculty portfolios which emphasize each of the three efforts. The time committed by faculty to each of those activities is not the same.

Regent Tyrrell questioned whether university officials feel they are doing the very best they can and whether they are satisfied with the ranking within their comparable peer group. Provost Whitmore responded that university officials are always attempting to improve what they do. He referred to the March issue of the Kiplinger Report which showed the University of Iowa in the top 10 public universities in the country for efficiency and quality of education. He said that was one small indicator of how the

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University of Iowa ranks in a very competitive peer field. The University of Iowa is attempting to remain competitive with its peers in attracting faculty, and was doing so at a very reasonable cost to the students and to the state of Iowa, as well.

President Newlin asked for an estimate of the percentage allocation of faculty time devoted to teaching, research and service at the University of Iowa. President Coleman responded that the allocation would be between 40-50 percent teaching, 40-50 percent research, and 15-20 percent service. She noted that would vary among the individual colleges.

Provost Whitmore stated that if there was a default allocation for research universities it would be 40 percent teaching, 40 percent research, and 20 percent service or 50/35/15. A survey of faculty in 1995 reflects those percentages.

President Newlin expressed appreciation to University of Iowa officials for their efforts.

President Jischke referred to earlier discussion about the aggregate of the faculty's efforts and how it adds up to the mission of the university. He stated that Iowa State University officials regularly survey faculty. Over the years a pattern has emerged. Faculty work a little less than 60 hours per week. Faculty spend about one-half of that time on teaching activities although only one-fourth of that time is spent in the classroom. Faculty spend one-third of their time on research, one-eighth on outreach/extension/service and one-twentieth on administrative activities, which is aggregate across the faculty. The mix is different because of Iowa State University's land grant mission. He believes it is the right mix.

Provost Kozak expressed appreciation to his colleagues for articulating the issues surrounding faculty portfolios. He stated that about a year ago the Pappas Group presented recommendations to the Board of Regents, a number of which were specific observations concerning redesigning of faculty responsibilities as a basis for individualizing work assignments. He said one recommendation was to create campus-based work groups. University officials are coupling the development of a faculty portfolio system with the university's mission and strategic planning to ensure that in the aggregate they are making progress and to maximize the strengths of individuals.

Provost Kozak stated that common elements for all faculty activities are articulated in the university's policies on promotion and tenure. He described particular features of the promotion and tenure documents and the common elements for a research university with an outreach mission. He said Iowa State University will have a profile which is fundamentally different from the other two universities. There is a fundamental commitment to transforming scholarship into practice and into the common good which

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has to do with the multiple missions of the colleges of the university. He described where there is additional work to be done. He noted that to bring forward a more uniform set of policies that allow course correlation and policies to be made will be a very strenuous task.

Provost Kozak discussed the review policies in place at each of the colleges. He stated that the College of Agriculture has begun an intensive effort to rethink the mission of the college and how it has traditionally organized its efforts. He said that historically, colleges of agriculture have used different funding sources to support each of the missions. Much of Iowa State University's agricultural research is supported by the Agricultural Experiment Station. A fundamental change will be made to specifically involve more faculty in programs. He said most faculty believe that the principle basis for the reward system is on scholarship. If the college moves to a model where teaching is considered the primary responsibility of the faculty then the faculty have to have faith in the system that the emphasis will be recognized.

Provost Kozak stated that other mechanisms in which effectiveness in the classroom can be recognized include travel support, instructional support and equipment support. In addition, the university rewards structure needs to provide significant opportunities for faculty professional development.

Provost Kozak asked Professor Woodman to describe the activities of the Faculty Senate to address the specific Pappas recommendation to develop new promotion and tenure guidelines.

Professor Woodman stated that approximately one year ago the Iowa State University Faculty Senate asked the question of what promotion and tenure documents should look like. It proceeded to appoint Olivia Madison to head this effort. A large number of subcommittees each took an area (post-tenure review, scholarship, etc.) to review. He saw a draft of the proposed document last week. The group is very close to having a version for circulation. This effort will be the subject of a Faculty Senate retreat. The final version will be before the Board in May or June. This effort has generated thoughtful and careful rethinking of the promotion and tenure process. It will strengthen the ability of faculty to carry out the university's mission and to know when they have done a good job.

Professor Woodman related an interesting experience that took place a year ago. He said the Faculty Senate hosted an improving undergraduate education initiative at Iowa State University. Participants spent hours in discussion which boiled down to 200 ideas which included post-tenure review being built into the portfolio structure. There was discussion about the distinction between scholarship and research.

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Regent Pellett asked how university officials can measure whether progress is being made in offering rewards for teaching. Provost Kozak responded that he has attempted to track over the last couple of years the number of faculty who come forward with teaching as the center of their dossier for promotion. Over a four-year period, roughly two-thirds of the faculty who present their dossier for consideration for promotion will put forward a dossier centered on research and scholarship; one-third will put forward a dossier with teaching as the centerpiece, and one-third with extension or outreach as the centerpiece of their dossier. He believes this is probably the right mix for a research university with a land grant mission. Additionally, there has been a very strong signal sent from his office to the deans' offices and from there to departmental offices that outstanding teaching should be recognized with the same discrimination as outstanding research or extension. He stressed that faculty are definitely paying attention to teaching. With the establishment of the Center for Teaching Excellence the number of faculty taking advantage of assistance provided by the center has very much increased. If faculty perceived that teaching was not important, they would do other things with their time.

Regent Lande referred to Provost Kozak's statement that during the past 4 years one-third of faculty presenting dossiers for promotion have emphasized teaching. If there is to be a change for greater emphasis on teaching, would there be an expectation that the percentage would change or would that be a static number?

Provost Kozak responded that the way promotion documentation is written at Iowa State University, if teaching is a faculty member's emphasis, there has to be evidence of a national reputation. He said it is much more difficult to put together a dossier where teaching is emphasized rather than for research. For that reason, he predicts there will be a shift in emphasis on that particular point in the faculty committee that is reviewing the promotion and tenure policies. He believes there will be a more holistic view of a faculty member's activity. Teaching is difficult to assess in a numerical way. In the future there will be much greater emphasis on outcomes assessment and other ways in which to gauge the effectiveness of instruction and what a student actually learns.

Regent Tyrrell stated that several years ago Iowa State University officials provided each of the Regents with a videotape on the Center for Teaching Excellence which he found to be an excellent presentation. Since there are many new members on the Board since the videotape was distributed, he suggested that university officials provide a copy of the videotape to all members of the Board who did not previously receive it.

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With regard to a student-centered environment, Regent Tyrrell noted that students learn in different ways. He cautioned that they not forget that in many cases teaching is as much example, enthusiasm and dedication as anything else.

Regent Arenson said there had been suggestions that the quality of instruction at the institutions would be raised if every professor taught 9 or 12 hours. What was Provost Kozak's view of that suggestion?

Provost Kozak stated that teaching is not just accomplished in the classroom. Teachers make fundamental use of other mechanisms for teaching. The move to a student-centered educational experience maximizes that kind of non-traditional activity. Most of the interesting things the students will take advantage of happen outside the classroom, such as the students who are working on the solar car. He said engineering is placing a very heavy emphasis on internships for students. Teaching is not just a matter of putting people in a classroom.

President Jischke stated that if they were to agree that 60 hours a week is a reasonable amount of time for a faculty member to spend fulfilling their duties, they then have two choices. Faculty time could be reallocated to provide for less research and outreach activities and more for teaching. A faculty member could spend more time in class but less time doing the other things that make a university education distinctive, exciting and stimulating. For the engineering students who are building the solar car, they are learning lessons they could never learn in a classroom.

Regent Dorr complimented representatives of all of the institutions. He said this was probably the most lengthy discussion the Board has had on this specific issue since he became a Regent. The universities had made a lot of progress. He also complimented the Board members on their apparent interest in this subject which he said was indicative to the institutions where the Board was coming from. However, he said it was important that there be some continuous follow up. It is imperative that they develop some consensus on how they will benchmark and measure faculty activities. He hoped the Board and institutions would develop a fairly aggressive agenda on maintaining some follow up on the issue of portfolios and faculty activities. He hopes the Board sees to it this happens so these discussions can continue.

Regent Kennedy referred to the comments about every senior faculty committing to 9 or 12 hours of classroom teaching in order to raise the quality of undergraduate education. She said there has been a lot of talk about raising the quality, the importance of the paradigm shift and playing to individual faculty strengths. If they were to mandate that every faculty spend 9 hours teaching, they would not be playing to faculty strengths.

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Regent Mahood stated that it had become apparent that the view of the general public is that the only good teachers at the university level are professors. She said university officials need to make sure that the efforts to institute the portfolio process are clearly understood and defined so that everyone understands that this is how there is going to be an assurance that the best education possible is being provided by playing to faculty's individual strengths. There needs to be communication that maybe not everyone is as proficient in the classroom as teachers; therefore, university officials are going to put in the classroom those faculty who are.

President Jischke stated that some of the most exciting discussion on the Iowa State University campus relating to improving educational quality has to do with the whole issue of how students learn and creating a different learning environment. This effort is being called active learning. There is much evidence that active learning is more effective and that it holds as much promise for improving the quality of the educational experience as any other learning process. The active learning initiative has grown out of the university's Center for Teaching Excellence.

Professor Woodman said the last two comments were very apropos of what the real issue is. How it gets framed in the newspaper is another story.

Regent Dorr said the Regents have to make sure to not lose sight of the fact that they are dealing with the public trust. The people of Iowa are paying the bill. The Regents have an obligation to provide them with the information to help them better understand. He said it was clear that at least the communication process with the public has not been as effective as it should be. The MGT report makes it quite clear that the primary responsibility of the Board of Regents is to the constituents of the state of Iowa.

President Newlin expressed appreciation to Iowa State University officials for their good efforts.

MOTION:

Regent Arenson moved to (1) Instruct the universities to implement management mechanisms to ensure effective oversight and monitoring of faculty workload activities at the departmental, collegiate, and institutional levels. (2) Instruct the institutions to develop a common portfolio database information system to ensure that the universities can effectively manage faculty workloads and that the Board can provide appropriate oversight of this important activity. (3) Adopt the following principles and policies to

govern faculty workload activities and request that the universities fully develop, articulate, and implement their institutional faculty workload policies, given their distinctive institutional and collegiate missions, in accordance with these principles and policies:

Each university's mission, vision, and strategic plan will serve as the primary directive for faculty workload policies. Appropriate faculty workloads are instrumental in assuring that state and institutional resources are used appropriately and effectively to accomplish the goals of the institution's strategic plan.

Faculty workload policies will articulate an appropriate balance among the commonly accepted faculty responsibilities of teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service.

Specific workload expectations shall be based on collegiate and departmental missions, and the individual strengths, knowledge, and skills of each faculty member. Faculty members will have a significant role in the development of their portfolios.

Each university will instruct each college and department to develop academic mission and vision statements and goals that will define for the faculty an appropriate combination of effort in teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service.

Each university will charge each college and department to develop benchmarks and clear indicators of progress for faculty workload. These benchmarks shall be reported to the Board for its review and approval in May 1997.

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The benchmarks and indicators of progress shall include information reflecting the proportion of student credit hours (SCH) generated by faculty and graduate assistants in each college and department as a whole.

The benchmarks and indicators of progress shall include information comparing peer collegiate and departmental data, where available, with respect to student credit hours (SCH) taught by faculty and graduate teaching assistants in each similar college and department as a whole.

Annual and other appropriate evaluations of all individual faculty (e.g., promotion and tenure actions, renewal of appointments and contracts, determination of annual compensation, and adjustments in work duties) will be based on accomplishment of assigned responsibilities as expressed in each faculty member's portfolio and on evidence of quality and quantity of work performed.

Annual evaluations of administrators at the institutional, collegiate, and departmental levels will include a factor relating to effective administration of faculty portfolios.

(4) Request that a progress report on these management mechanisms and the faculty portfolio database information system be reported to the Board for its review in May 1997 as part of the annual governance report on instructional workload, faculty effort, and professional activity.

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(5) Request that the institutions gather, where available, collegiate and departmental faculty workload information annually from their established group of peer institutions.

(6) Instruct the universities to continue to monitor and enhance efforts to raise the quality of undergraduate teaching.

Regent Kennedy seconded the motion.

Regent Tyrrell cautioned that they keep in perspective how far teaching has come. They need to continue to work on this issue. He suggested the Regents might convince the legislature of the need to fund a public relations position to help everyone better understand the totality of the missions of the Regent institutions.

Regent Pellett referred to recommendation 6. in the motion and asked that the University of Iowa and Iowa State University be instructed to provide the Regents with some tangible means that they are, in fact, rewarding teaching excellence.

President Newlin asked if the information requested by Regent Pellett could be provided in the May report. President Coleman responded affirmatively, stating that University of Iowa officials would report in more detail to the Board.

Regent Pellett said she would like to know how much better a job the universities were doing now of rewarding teaching than was done in the past. President Jischke stated that Iowa State University officials will provide documentation in May to quantify evidence that excellence in teaching is being rewarded.

VOTE ON THE MOTION: The motion carried unanimously.

REPORT AND RECOMMENDATIONS OF MGT, INC., ON BOARD GOVERNANCE.

The Board Office recommended the Board (1) hear the presentation by Dr. Ken Boutwell, Project Director, MGT, Inc.; (2) receive the MGT report and recommendations of MGT, Inc., on Board governance; (3) request that the Oversight Committee develop appropriate recommendations implementing each of the MGT recommendations for consideration of the Board at its March and April meetings; and (4) if the Oversight Committee concurs, approve the recommendation (4-10) to update the Board Office computer system and authorize a request to the Governor and General Assembly during the 1997 Session.

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In July 1996, the Board approved the selection of MGT of America, Inc., to undertake a review of selected recommendations contained in the final report of the Pappas Group. These selected areas included:

1. Create, articulate and implement a strategic Board vision for the universities and the two schools.
2. Undertake a comprehensive review of report generation.
3. Focus Board efforts at the Regent-wide/system level.
4. Continue the practice of structuring Board meetings to reflect the legal authority of the Board.
5. Develop formal performance objectives and a process for the periodic review of each president/institution.
6. Enhance Board orientation.
7. Develop a performance review process of the Board.
8. Develop a Board external communications strategy.
9. Delegate more decision making to institutions and reduce information requirements.
10. Review Board Office staffing.

MGT provided monthly progress reports that were reviewed by the Organizational Audit Oversight Committee and summarized on the Board's monthly docket since September 1996.

All items that were assigned to MGT were addressed in the report. The MGT recommendations consolidate some of the original items to be studied so that the MGT recommendations do not correspond exactly to the ten items originally assigned to MGT.

Dr. Boutwell stated that he had very much enjoyed working with the Iowa Board of Regents. He said Iowa was the only state with which he had worked where a Board of Regents had adopted a goal of being the best in the nation. He thanked the Organizational Audit Oversight Committee, institutional officials, Governor Branstad,

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legislators and the Board Office for their cooperation and assistance. He said he did not feel at any time that anyone was holding back information.

Dr. Boutwell provided highlights of the recommendations of MGT. He discussed the activities undertaken by MGT representatives in addressing the Pappas recommendations.

Dr. Boutwell presented a summary of findings. He emphasized that the consultants found a high level of confidence in the current governance system, much higher than he has found in most other states with which he has worked. He noted that the Board Office provides an average of 21.6 reports per month to the legislature.

Regent Lande said he noticed in the detailed MGT report that most of the requests of the legislators come from the Legislative Fiscal Bureau. Mr. Richey responded that those requests are usually staff anticipation of legislative requests as well as staff curiosity.

President Newlin asked Dr. Boutwell, in view of his national contacts, whether he was aware of many other states that perform self initiated studies such as the Iowa Board of Regents has done with the Peat Marwick study of 1989, the Pappas report of 1995 and this MGT report. Dr. Boutwell responded that similar studies in most other states are brought on by the Governor and legislature.

Dr. Boutwell continued reviewing the summary of findings which included the following statements:

Recent institutional strategic plans form sound basis for directing institutional programs and operations.

Recent Board planning provides a good start toward development of a consistent set of institutional and Board plans.

Existing plans lack specific actions steps, time schedules, performance measures, performance targets and performance monitoring reports.

Current governance reports are extensive (98 separate reports); provide valuable information for monitoring institutional practices; are used by officials and staff in executive and legislative branches; help create confidence in current governance structure; have evolved over time in response to specific issues; are not well organized to present a comprehensive picture on a given area (e.g., 11 separate reports on faculty); and are not coordinated with Board and institutional plans.

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Current ad hoc reports are extensive (average 21.6 reports per month); are important source of information to executive and legislative officials; are judged to be responsive to requests; are primarily one-of-a-kind reports; sometimes contain inadequate descriptions of requested information and/or format.

With regard to the current electronic/automated reporting system, reports are currently communicated in a variety of ways, including mail, fax, special delivery, telephone and electronically; Board Office filing and retrieval system is primarily a manual hard copy system; current Board Office automated system does not have adequate hardware or software to electronically receive, store, retrieve, summarize and report information.

Board agenda items appear to be relatively well balanced by functional area and by type of Board action -- slightly heavy on some relatively minor transactions.

Types of decisions made by Board are similar to types of decisions made by other boards.

Board currently has no formal process for evaluating institutional and statewide performance.

Recently instituted planning process provides a sound base for establishing formal evaluation process.

The Board currently has an extensive external communication system. The Executive Director meets monthly with Governor and heads of agencies. Copies of Board dockets sent to key executive and legislative officials and to the media. Copies of 98 governance reports available to anyone requesting a copy. Board and institutions provide an average of 21.6 reports per month to executive and legislative officials. Representatives from institutions and Board Office meet frequently with legislative officials during the session.

With regard to the above finding, Dr. Boutwell stated that the Regents do not have a public relations effort outside of the state of Iowa to tell how well they are doing.

Dr. Boutwell presented an overview of a planning/management process which could be utilized by the Board of Regents to tie all of their efforts together.

Dr. Boutwell provided an overview of the recommendations proposed by MGT:

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Strategic Planning

Review and revise, as necessary, at least once every three years.

Develop actions plans and time lines for implementation.

Develop performance measures, performance targets and performance monitoring system.

Board Information and Reporting

Continue governance reporting process, but redesign reports to:

- Present a comprehensive summary of information in each major area in a single report.
- Provide information for monitoring accomplishments of institutional and Board goals.
- Provide adequate information to monitor the operational efficiency and effectiveness of institutions and Board.

Establish an automated electronic data system in the Board Office to electronically receive, file, retrieve, summarize and report performance data from institutions.

Group performance reports by major topics, such as:

Students	Facilities
Faculty	Research programs
Staff	Public service programs
Financial	Institutional programs

Modernize Board Office hardware and software systems.

Continue process of responding to requests for information from legislative and executive officials.

Streamline Board agenda action items, where possible within statutory limitations, by:

- placing more monitoring reports on the consent agenda
- delegating approval of facility leases to institutions.

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Install a continuous improvement program which annually selects a small number of priority programs and operational issues to be reviewed in-depth by the Board.

Establish a set of performance measures.

Establish a set of performance targets.

Tie governance reports to performance measures.

Annually report to the Board progress by institutions and Board in meeting performance targets.

Modify evaluation process for institutional heads to include:

- Establishment of performance targets for the next year
- Evaluation against the previously established targets

Board Staffing

Add a full-time information systems manager in Board Office.

Create a temporary executive director designee position which is to be used to hire a new executive director to overlap from 3 to 6 months with the current executive director.

Regent Dorr referred to the recommendations regarding the development of a management information system, and asked how Dr. Boutwell proposed that would evolve. How do they go about developing the system considering that it is a sizable effort? How is the information going to flow and the process evolve? He said there is a very rigid flow of paper at this point. Before the Board jumps into this, he suggested they have a very frank discussion and include some outside help on how the information flows and how the information will be managed. He stressed that this will not be a simple task.

Mr. Richey stated that the intention would be to consult with the Organizational Audit Oversight Committee and to utilize institutional expertise.

Dr. Boutwell stated that by tying into the Iowa Communications Network the overall capacity can be significantly increased with the same dollar amount of outlay.

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Regent Tyrrell referred to the recommended action #4 which required Organizational Audit Oversight Committee concurrence to update the Board Office computer system and authorize a request to the Governor and General Assembly during the 1997 session. He said the general parameters were included under MGT's recommendation numbered 4.10. Regent Tyrrell reported that the oversight committee concurred with the recommendation.

MOTION:

Regent Tyrrell moved to (1) receive the MGT report and recommendations of MGT, Inc., on Board governance; (2) request that the Oversight Committee develop appropriate recommendations implementing each of the MGT recommendations for consideration of the Board at its March and April meetings; and (3) approve the recommendation (4-10) to update the Board Office computer system and authorize a request to the Governor and General Assembly during the 1997 Session. Regent Smith seconded the motion.

Regent Dorr said the Regents needed to have a more well-defined proposal before they commit to requesting funds. He suspected that the ramifications could be fairly significant.

Mr. Richey responded that Regent Dorr was correct that the system has to be devised. There is an understanding of the kinds of information they have and it was now a matter of systematizing the information. There is a need to get the request for the money for the hardware and software started while on a parallel track designing a system. He said technology issues are before the General Assembly. There has never been a question as to whether the Regents would be able to design the kind of governance information system they need. He emphasized that it would not be transactional information because that type of data already is public information.

VOTE ON THE MOTION:

Motion carried unanimously.

Regent Lande stated that he was comfortable with requesting the funds to update the Board Office computer system while they are developing the specifications and designing the system.

Regent Dorr stated that his concern was for the governance issue. He was not as sure as Mr. Richey that they will avoid transactional issues. He would want to make very

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certain that whatever MIS system is developed, they are absolutely assured of the integrity of the governance process.

Mr. Richey stated that the issue which Regent Dorr spoke about was the paramount issue in the development of a system. He could not overstate the importance. During the development of the system the integrity of the governance process will be a primary concern.

EXECUTIVE SESSION. President Newlin requested the Board enter into closed session pursuant to the Code of Iowa section 20.17(3) to conduct a strategy meeting of a public employer for collective bargaining.

MOTION: Regent Arenson moved to enter into closed session. Regent Smith 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.

The Board having voted at least two-thirds majority resolved to meet in closed session beginning at 5:56 p.m. on Wednesday, February 19, 1997, and adjourned therefrom at 6:07 p.m. on that same date.

REPORT ON BOARD'S STRATEGIC PLANNING RETREAT, JANUARY 15-16, 1997.

The Board Office recommended the Board receive the report on the Board of Regents retreat.

Below are the responsibilities, mission, vision, values and culture statements and the strategic planning goals and strategies adopted at the January 15-16 Board of Regents strategic planning retreat.

As was suggested at the retreat, the Board Office inserted the old goals under the five new goals and they were being called strategies.

These statements, goals and strategies will be used by the Board of Regents and the Regent Institutions over the next five years for planning and budgeting purposes.

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These new statements and goals replace those initially adopted by the Board in 1989 (and as subsequently revised).

The Board will need to schedule a retreat next fall to further develop the strategies and action steps and to establish benchmarks for the institutions, Board and Board Office as noted in goal five.

STRATEGIC PLAN FOR BOARD OF REGENTS

RESPONSIBILITIES STATEMENT February 13, 1997

Statutory Expectation

The State Board of Regents was created in 1909 to perform two functions: govern and coordinate the functions of the state institutions under its jurisdiction. Chapter 262 of the Code of Iowa authorizes the Board to “*have and exercise all powers necessary and convenient for the effective administration of its office and of the institutions under its control . . .*” The Board governs the State University of Iowa, Iowa State University of Science and Technology, University of Northern Iowa, Iowa School for the Deaf, and Iowa Braille and Sight Saving School as the governing board responsible for the overall operation of the five institutions.

Operational Stewardship

The Board is responsible for the unique role of the Regent universities to provide stewardship for quality teaching, research, and service to the citizens of Iowa including undergraduate, graduate, and professional programs in a variety of fields. The Board also is responsible for ensuring quality programs for the deaf and visually impaired at the pre-collegiate level. In all areas of responsibility, the Board is responsible for appropriate and effective articulation with other sectors of postsecondary, secondary, and elementary education in the state. In addition, the Board’s responsibilities include ongoing coordination between and among the Regent institutions, and between the Regent institutions and other organizations and agencies responsible for related educational functions. Together with other boards and agencies responsible for aspects of education, such as the Department of Education and the Iowa College Aid Commission, the Board of Regents is responsible for interagency coordination and overall planning for postsecondary and special education in the state. (Board of Regents Minutes, April 12-13, 1989, pp. 721-725.)

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In its role as the Board of Trustees for the University of Iowa Hospitals and Clinics (UIHC), the Board is responsible for reviewing periodic reports on planning, programs, operation, and finance, and for governing the UIHC. As provided in the Bylaws approved for the UIHC, the Chief Executive Officer of the UIHC shall submit through the president of the university reports to the Board of Regents in its capacity as the Board of Trustees for the UIHC at least quarterly. (Board of Regents Minutes, April 21, 1993, p. 717.)

MISSION STATEMENT

The Board of Regents will be an exemplary model of governance and stewardship of resources for Regent institutions. The Board establishes and coordinates the missions and visions of each Regent institution and strives to enable that they, in concert with Iowa's other educational institutions, meet the educational needs of Iowans. The Board challenges its institutions to become the best system of public education in the United States through the unique teaching, research and outreach programs established for each.

VISION STATEMENT

The Board of Regents expects its system of public education to become the best in the United States.

VALUES STATEMENT

The values nurtured by the Board of Regents flow from the trust bestowed by the people of Iowa. The Board values academic freedom and in every endeavor upholds the value of uncompromised integrity, conforming to the highest standards of ethics, honesty, trust, fairness, civility and compassion. The Board values quality and pursuit of excellence in a diverse educational community. The Board embraces the value of dedication to educational and public service of the highest standard.

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CULTURE STATEMENT

Governance through Delegation

The overall authority to govern the Regent institutions is fully vested in the Board of Regents. The Board delegates appropriate authority to the institutional heads (i.e., the university presidents and the special school superintendents). Institutional governance structures are developed, with Regent oversight of operations and management. Effective management practices marked by continuous self-examination and improvement are intrinsic to the Board's operational culture.

Nurturing Environment

The Board is committed to a nurturing environment for the recruitment, where appropriate, and retention of high quality, diverse faculty, staff and students. The Board believes that individual and collective accomplishments are enhanced by an environment which is characterized by collaboration of expertise, and cultivation of common as well as unique and individual interests.

Academic Freedom

The Board of Regents is committed to academic freedom as an integral part of an environment fostering excellence. The Board seeks an environment of critical thinking, free inquiry and open communication marked by academic freedom, and opportunities for educational endeavors enriched by the presence and active participation of people from diverse backgrounds and cultures.

Effective Service

At the core of the Board's culture resides the commitment for effective and responsive service to appropriately meet the needs of the people of Iowa, the nation, and the world. The Board will proactively communicate to the state's constituencies and the public with its efforts toward this service.

GOALS

Goal 1.0

Maintain and strengthen the mutual trust between the Regent institutions and the people of Iowa and be an advocate for the Regent institutions

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Goal 2.0

Evaluate and understand the relevant educational needs of the State of Iowa, and, where appropriate, develop means of meeting these needs.

Goal 3.0

Assure that institutional missions appropriately complement each other and that Regent institutions are open to collaboration with others.

Goal 4.0

Assure that the institutions achieve their strategic plans.

Goal 5.0

Assure that exemplary systems of accountability are developed and implemented for the: a) Institutions, b) Board, and c) Board Office (i.e., Establish benchmarks of excellence).

Goals with Strategies

Goal 1.0 Maintain and strengthen the mutual trust between the Regent institutions and the people of Iowa and be an advocate for the Regent institutions.

Strategy 1.1

- Ensure adequate facilities, equipment and operating budgets basic to strong programs of teaching and research at the Regent institutions.

Strategy 1.2

- Develop and implement effective marketing strategies for each university which builds upon the strengths of each.

Goal 2.0 Evaluate and understand the relevant educational needs of the State of Iowa, and, where appropriate, develop means of meeting these needs.

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Strategy 2.1

- Ensure that quality teaching remains a key priority within all Regent institutions: higher education at the universities and elementary/secondary education at the special schools.

Strategy 2.2

- Enhance the quality of graduate and professional education.

Strategy 2.3

- Improve access by all Iowans to Regent universities.

Goal 3.0 Assure that institutional missions appropriately complement each other and that Regent institutions are open to collaboration with others.

Strategy 3.1

- Strengthen research and other creative work at the Regent institutions while seeking an appropriate balance between research and teaching.

Strategy 3.2

- Encourage cohesiveness and cooperation throughout the Regent system.

Goal 4.0 Assure that the institutions achieve their strategic plans.

Strategy 4.1

- Attract, develop and retain faculty, staff and students high in quality and diverse in composition.

Strategy 4.2

- Increase the participation of minorities in higher education.

Strategy 4.3

- Emphasize efforts to raise private funds, especially to support innovative programs falling outside the categories recognized by government funded agencies.

Strategy 4.4

- Contribute to the economic development of the state.

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Goal 5.0 Assure that exemplary systems of accountability are developed and implemented for the: a) Institutions, b) Board, and c) Board Office (i.e., Establish benchmarks of excellence).

Strategy 5.1

- Improve the flexibility, efficiency and accountability of governance at all levels throughout the Regent system.

President Newlin asked for formal adoption of the goals and statements.

MOTION: Regent Kennedy moved to adopt the responsibilities, mission, vision, values and culture statements and the strategic planning goals and strategies that were developed at the January 15-16 Board of Regents strategic planning retreat, as presented. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

INTERINSTITUTIONAL COMMITTEE ON EDUCATIONAL COORDINATION. (a) Name Change, Department of Anatomy - University of Iowa. The Board Office recommended the Board approve the proposed name change of the Department of Anatomy to the Department of Anatomy and Cell Biology to the Department of Anatomy and Cell Biology and the Ph.D. degree in Anatomy to the Ph.D. in Anatomy and Cell Biology at the University of Iowa.

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

The new title would more accurately reflect the department's strategic mission in education and research and is in keeping with national trends. There are no major financial implications resulting from the proposed changes.

ACTION: This matter was approved by consent.

(b) Name Change, Department of Family Practice - University of Iowa. The Board Office recommended the Board approve the proposed name change of the Department of Family Practice at the University of Iowa to the Department of Family Medicine.

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

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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 underling the medical specialty.

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

ACTION: This matter was approved by consent.

(c) Name Change, Department of Ophthalmology- University of Iowa. The Board Office recommended the Board approve the proposed name change of the Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences at the University of Iowa.

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

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 are no major financial implications resulting from the proposed changes.

ACTION: This matter was approved by consent.

(d) Name Change, Division of Counselor Education - University of Iowa. The Board Office recommended the Board approve the proposed name change of the Division of Counselor Education to the Division of Counseling, Rehabilitation and Student Development at the University of Iowa.

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

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.

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

ACTION: This matter was approved by consent.

(e) Proposed Name Change, Iowa Urban Community Research Center, University of Iowa. The Board Office recommended the Board approve the proposed name change of the Iowa Urban Community Research Center at the University of Iowa to the Center for Criminology and Social-Legal Studies.

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

The change will broaden the scope of the Center consistent with the recommendations of an external review of the Department of Sociology, and the Sociology Department's Strategic Plan of 1995.

The proposed change will result in the Center being a interdisciplinary Center for the study of crime, violence, law and society's attempts to control crime.

There will be no financial implications for this change.

ACTION: This matter was approved by consent.

(f) Proposed Name Change, Instructional Resources Center - Iowa State University. The Board Office recommended the Board approve the proposed name change and expanded mission for the Instructional Resources Center at Iowa State University to the Center for Technology in Learning and Teaching.

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

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

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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 matter was approved by consent.

(g) Proposed Course Changes - Iowa State University. The Board Office recommended the Board approve the proposed course changes from Iowa State University.

The proposed course changes were reviewed by the Interinstitutional Committee on Educational Coordination and the Board Office, and both recommended approval.

There were no new programs contained in the proposed changes that have not already been approved by the Board of Regents.

A summary of the proposed course changes by the university follows:

The proposed changes from the College of Design included 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 was 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.

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In the College of Liberal Arts and Sciences, a new curriculum in Performing Arts was added to the curriculum. Social Work was dropped and a curriculum in environmental science will be offered. These programmatic changes were previously approved by the Board. 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.

MOTION: Regent Smith moved to approve the proposed course changes from Iowa State University. Regent Mahood seconded the motion. MOTION CARRIED UNANIMOUSLY.

(h) Proposed Center for Family Policy - Iowa State University. The Board Office recommended the Board approve the request for a new Center for Family Policy at Iowa State University.

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

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:

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

Regent Pellett stated that the College of Family and Consumer Sciences at Iowa State University is one of the best in the nation. She believes it is appropriate that the college become a leader in the policy area. She supported approval of the request.

With regard to the addition of faculty, Regent Pellett asked if existing faculty would be utilized. Provost Marlin said it was her understanding that existing faculty would focus their efforts through this center.

MOTION: Regent Tyrrell moved to approve the request for a new Center for Family Policy at Iowa State University. Regent Kennedy seconded the motion.
MOTION CARRIED UNANIMOUSLY.

(i) Discontinuation of Graduate Minor in Mineral Resources - Iowa State University. The Board Office recommended the Board approve the request to discontinue the Mineral Resources Graduate Minor program at Iowa State University after all currently- enrolled students have appropriate opportunities to complete the program.

This request was reviewed by the Interinstitutional Committee on Educational Coordination and the Board Office, and approval to discontinue the program was recommended.

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.

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MOTION: Regent Arenson moved to approve the request to discontinue the Mineral Resources Graduate Minor program at Iowa State University after all currently-enrolled students have appropriate opportunities to complete the program. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

ANNUAL REPORT ON FAMILY PRACTICE RESIDENCY PROGRAM. The Board Office recommended the Board receive the report on the Statewide Family Practice Program.

The Statewide Family Practice Program operates at 9 sites and involves 13 of Iowa's largest hospitals as program sponsors. Each site provides a model medical office which serves as the base for training activities. The sites are in Sioux City, Mason City, Des Moines (General, Broadlawns, and Lutheran Hospitals), Waterloo, Cedar Rapids, Davenport, and University of Iowa Hospitals and Clinics.

College of Medicine faculty conducted over 120 teaching visits to the sites participating in the family resident program.

During the 1995-1996 year, patient visits numbered 226,903. Although these numbers are slightly below the previous year's total, the program has grown significantly since its inception.

The 1996-1997 roster of 186 residents includes 115 males (62 percent) and 71 females (38 percent). There are 127 medical doctors and 59 doctors of osteopathic medicine participating in the program.

Demands for family residency positions have increased tremendously over the past 5 years. There were 8 applicants from across the nation for each first-year position available in Iowa during spring 1996. Officials would like to increase the number of resident positions available in July 1997 if sufficient additional resources can be secured.

Current residents represent 41 medical schools across the nation. The likelihood that the non-Iowa medical graduates will choose to practice in Iowa is substantially increased by their training for 3 years in an Iowa residency program.

In 1997, 55 residents will complete their training and begin looking for sites in which to establish their practices. Over the past 22 years, 60 percent of the program graduates have established their initial practices in Iowa. Currently, 522 graduates of the family

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practice residency program have practices in Iowa. Sixty-three percent of the 1996 residents to complete the program entered practice in Iowa. Many graduates of the program locate their practices in Iowa communities with populations less than 10,000.

The total program budget for 1995-1996 was over \$31 million. Only 6 percent comes from state appropriations (slightly more than \$2 million). The family practice centers generate 47 percent of the funding for the residency program while community hospitals contribute 43 percent of the expenses for the program.

Director Tracy presented the Regents with highlights of the report. He said the program is located in 6 major Iowa communities. Current enrollment has reached an all-time high. The program continues to set records for enrollment in family practice training. He said the increase is entirely due to student interest in family practice. Nearly one-third of the University of Iowa's medical graduates go into family practice, which ranks the university first in the nation. Forty-five percent of the graduates are locating in rural communities. Costs of the program reached \$31 million per year. The state of Iowa pays 6 percent of the cost.

Mr. Richey referred to health care cost containment and asked what Director Tracy expected to happen with the other 94 percent non-state funding of the cost of the program borne by other sources of revenue.

Director Tracy stated that approximately one-half of the total cost is borne by patient revenues that are earned in the training centers. Approximately 40 percent of the costs are borne by the community hospitals that sponsor the residency programs, and they are reimbursed by the federal government for part of the cost. He said it would be that segment in particular that would be threatened by policy changes in the Medicare and Medicaid programs. The increasing presence of managed care in the communities also means there are going to be fewer and fewer patient care dollars that are available to support these programs. He stated that there certainly is concern at every one of the family practice residency sites as to how they are going to continue to finance the costs of these programs.

Mr. Richey asked Mr. Tracy to provide a thorough analysis of the issues he just described and where the family practice program funding is going either in next year's annual report or earlier. Director Tracy agreed.

ACTION: President Newlin stated the Board received the report on the Statewide Family Practice Program, by general consent.

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FACULTY RESIGNATION REPORTS. The Board Office recommended the Board (1) receive the report; (2) encourage universities to continue efforts to perform exit interviews with all faculty who resign; and, (3) encourage universities to continue efforts to foster development of new faculty through more extensive use of faculty mentoring programs.

Regent universities registered 113 faculty resignations during the period July 1, 1995, to June 30, 1996. This was the largest number of resignations since the 1990-1991 school year. Although resignations at the University of Northern Iowa set a new low, resignations at the University of Iowa were higher than they have been since 1987. Iowa State University reported a slight increase in the number of resignations over last year.

Sixty-one percent of the faculty who resigned took other positions in colleges and universities across the country. Half of the instructors and assistant professors to resign in 1995-96 took another collegiate position. More than three-fourths of the associate and full professors who resigned took other collegiate positions.

From the reports of the institutions, the majority of faculty who resign from the Regent universities are most likely to take new positions which advance their careers.

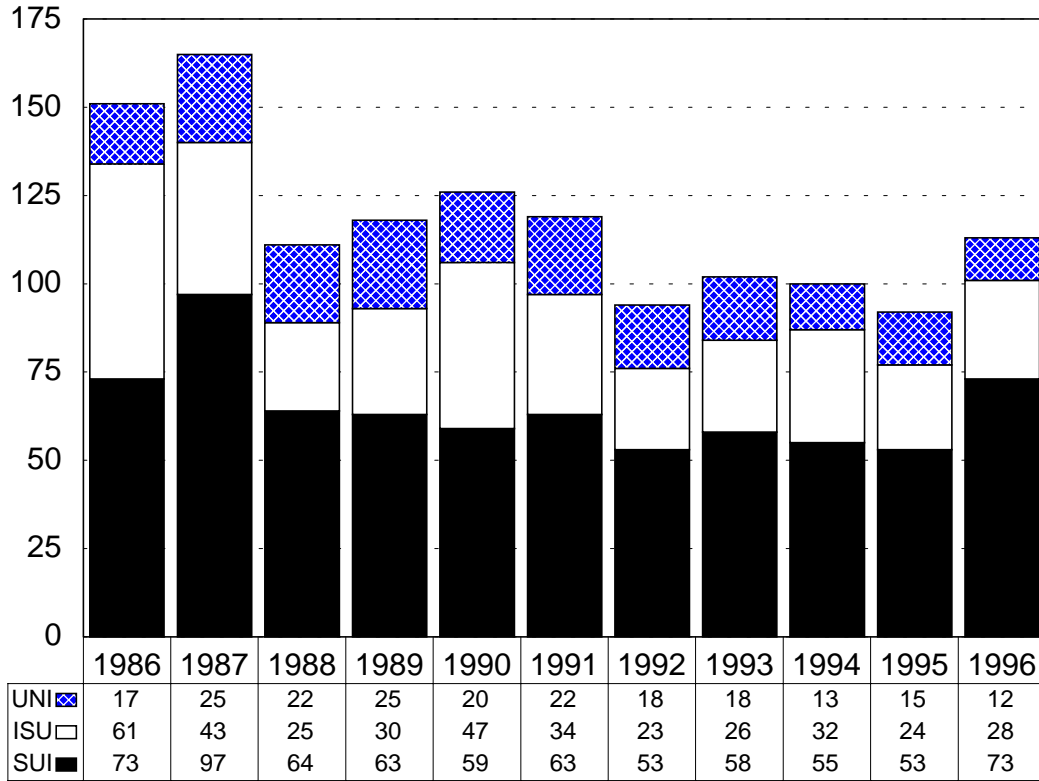
At present, the collection of data from faculty who have resigned has yielded meager data bases from which the universities are extracting information to improve the campus climate. University officials should be encouraged to continue efforts to build viable data bases through exit interviews and surveys from all departing faculty.

As each campus focuses on understanding its internal climate for faculty, efforts to address the needs of newer faculty have been identified. Regent universities' officials should be encouraged to develop and to modify faculty mentoring programs that fit the changing needs of the faculties they employ.

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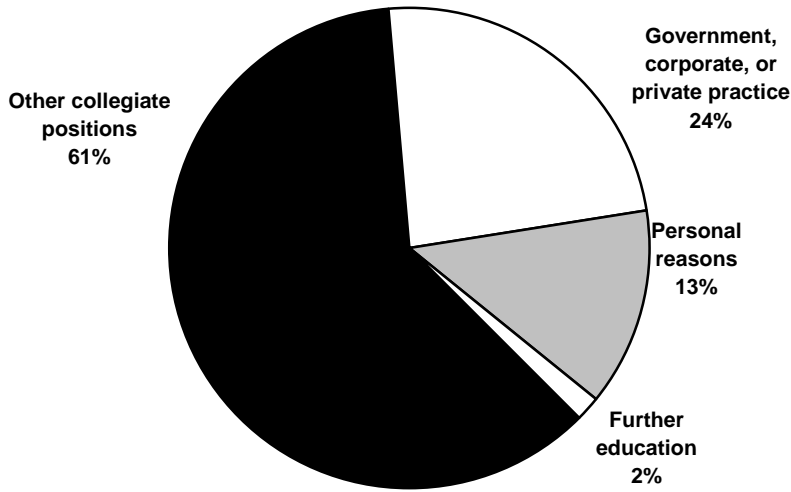
Regent University Faculty Resignations
For Years Ending June 30



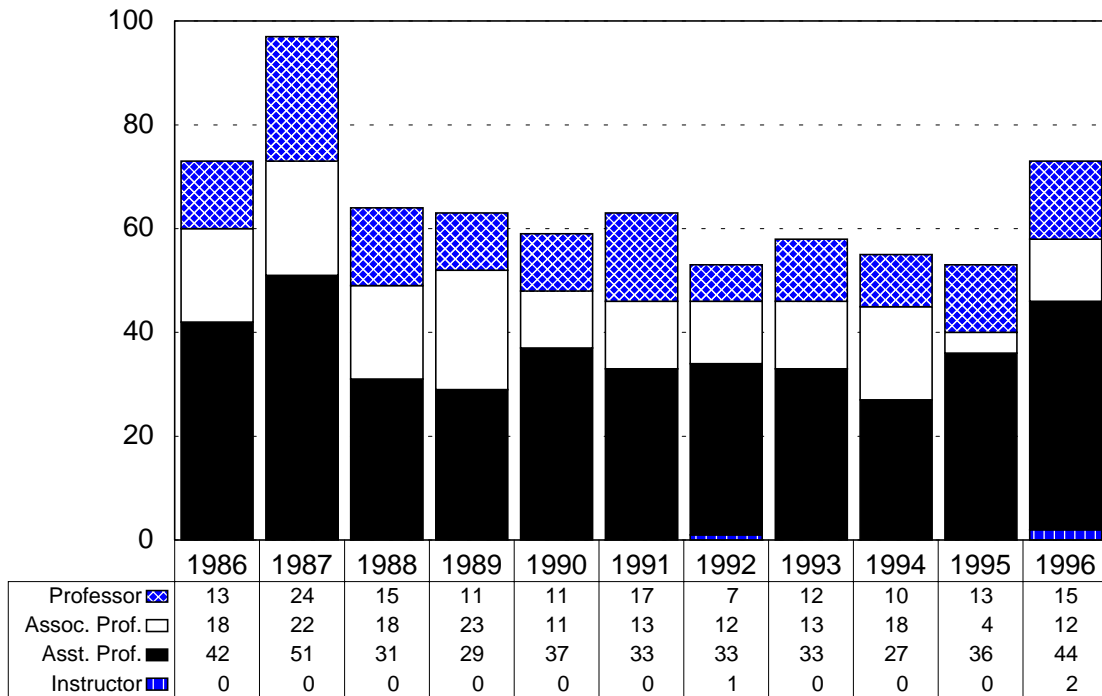
Reasons for Faculty Resignations: 1995-96

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Resignations by Faculty: University of Iowa
For Years Ending June 30



Resignation by Rank and Gender: SUI 1995-96

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Rank	Accepted Another University Position		Returned to School to Further Education		Accepted Job in Government, Private Sector, or Professional Practice		Other Reasons		Totals		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
Instructor	1	1	0	0	0	0	0	0	1	1	2
Asst. Prof.	13	9	0	1	14	2	1	4	28	16	44
Assoc. Prof.	6	4	0	0	2	0	0	0	8	4	12
Professor	10	1	1	0	3	0	0	0	14	1	15
Total by Gender	30	15	1	1	19	2	1	4	51	22	73
Total by Resignation Type	45		2		21		5				

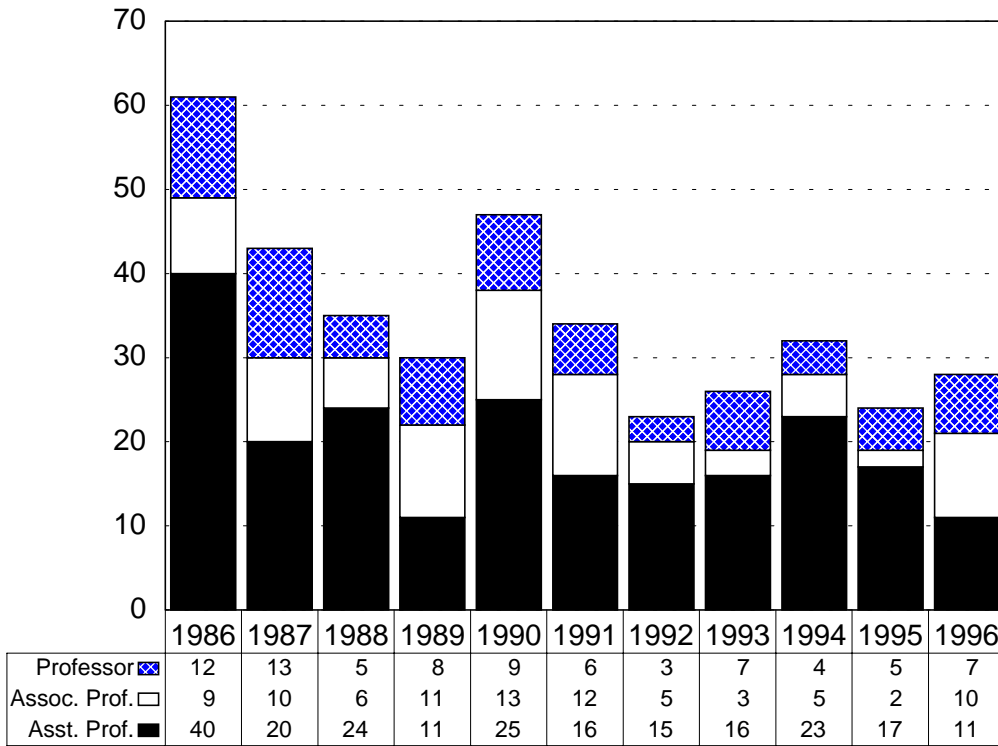
Resignations by College: SUI 1995-96

College	Number of Resignations	Percent of Total Resignations	Resignations as a Percent of Collegiate Faculty
Business Administration	7	9.6%	7.4%
Education	3	4.1%	3.2%
Engineering	2	2.7%	2.4%
Law	1	1.4%	2.3%
Liberal Arts	23	31.5%	3.4%
Sub-total	36	49.3%	
Dentistry	2	2.7%	2.2%
Medicine	30	41.1%	4.8%
Nursing	1	1.4%	2.2%
Pharmacy	4	5.5%	12.5%
Sub-Total	37	50.7%	
Grand Total	73		4.1%

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Resignations by Faculty: Iowa State University
For Years Ending June 30



Resignations by Rank and Gender: ISU 1995-96

	Accepted Another University Position		Accepted Position in Private Sector		Other Reasons		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Asst. Prof.	1	4	2	0	4	0	7	4	11
Assoc. Prof.	5	1	3	0	1	0	9	1	10
Professor	6	0	0	0	1	0	7	0	7
Total by Gender	12	5	5	0	6	0	23	5	28
Total by Resignation Type	17		5		6				

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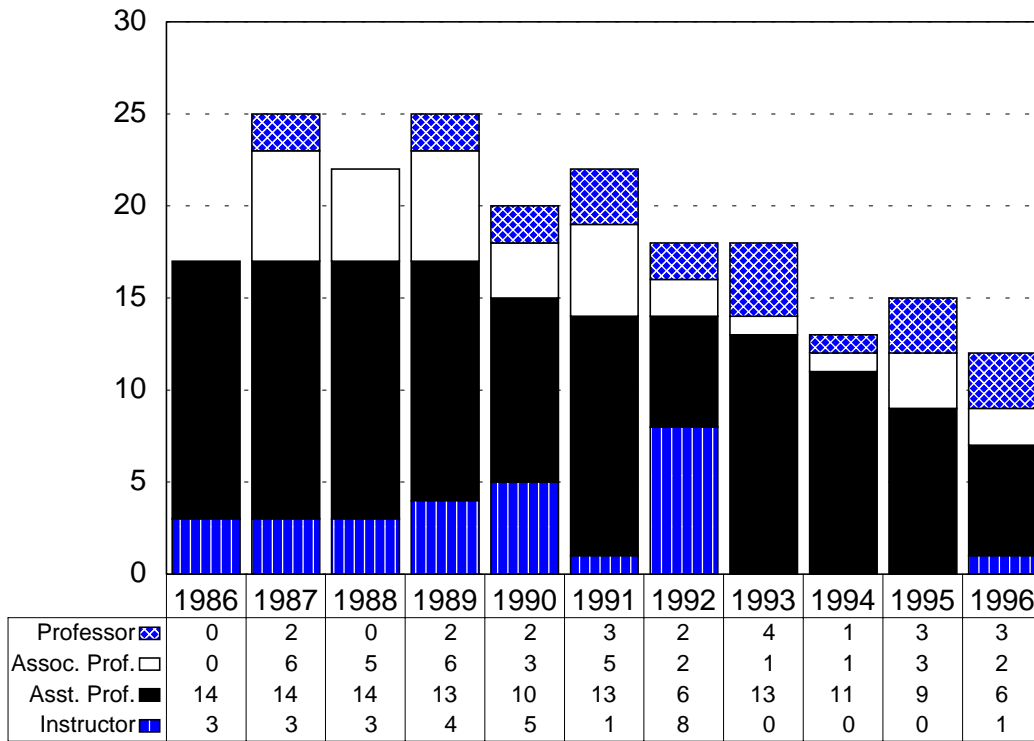
Resignations by College: ISU 1995-96

College	Number of Resignations	Percent of Total Resignations	Resignations as a Percent of Collegiate Faculty
Agriculture	5	17.9%	1.7%
Business	0	0.0%	0.0%
Design	5	17.9%	6.3%
Education	2	7.1%	2.7%
Engineering	3	10.7%	1.5%
Family and Consumer Science	1	3.6%	1.2%
Liberal Arts and Sciences	10	35.7%	1.9%
Veterinary Medicine	1	3.6%	1.0%
Library	1	3.6%	2.4%
Computation Center	0	0.0%	0.0%
Total	28	100.0%	1.9%

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Resignations by Faculty: University of Northern Iowa
For Year Ending June 30



Resignation by Rank and Gender: UNI 1995-96

	Accepted Another University Position		Accepted Position in Private Sector		Other Reasons		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Instructor	0	0	0	0	1	0	1	0	1
Asst. Prof.	2	1	1	0	1	1	4	2	6
Assoc. Prof.	1	0	0	0	1	0	2	0	2
Professor	2	1	0	0	0	0	2	1	3
Total by Gender	5	2	1	0	3	1	9	3	12
Total by Resignation Type	7		1		4				

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Resignations by College: UNI 1995-96

College	Number of Resignations	Percent of Total Resignations	Resignations as a Percent of Collegiate Faculty
Business Administration	4	33.3%	4.5%
Education	3	25.0%	1.2%
Humanities and Fine Arts	3	25.0%	1.4%
Natural Sciences	1	8.3%	0.7%
Social and Behavioral Sciences	0	0.0%	0.0%
Library	1	8.3%	4.8%
Total	12	99.9%	1.4%

Provost Whitmore reviewed the information for the University of Iowa. He noted that some of the resignations reported were due to the implementation of the new clinical track for faculty. Faculty moved from one employment category to another.

Regent Lande asked for an example of a faculty member who resigned a tenure position to go to a clinical track position. Provost Whitmore responded that the faculty who moved to the clinical track were tenure-track faculty who were not yet tenured. What normally happens is that faculty realize that teaching and clinical interests are their strengths which was why the clinical track was designed. He said the efforts of clinical track faculty focus on service and teaching versus research.

Regent Lande expressed concern for the faculty member whose strength is magnificent teaching. He questioned whether that faculty member's ineligibility for tenure under the clinical track system was part of the value system the university wanted to convey. It was his understanding that there was an effort underway to emphasize teaching and its contribution as a major element of faculty effort.

Provost Whitmore stated that usually the heaviest responsibility of clinical track faculty is in the delivery of clinical service. Service is usually the outweighing responsibility of clinical track faculty.

Regent Tyrrell said it was his understanding when the clinical faculty track was established that it was a prestigious position; that the faculty who would be eligible for this track were very highly valued for their teaching.

Provost Whitmore said Regent Tyrrell's recollection was correct.

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Regent Tyrrell said it was his belief that the clinical track was not inconsistent with the renewed emphasis on teaching. The people in the medical school with whom he has spoken have indicated that the clinical track faculty are exceptional people who are awarded with 5-year renewable appointments.

Provost Whitmore stated that on the University of Iowa docket this month was a proposed change in the bylaws of the Faculty Senate. The change relates to ensuring that clinical track faculty have the same rights and privileges as the tenured and tenure-track faculty in terms of faculty governance.

Regent Lande stated that if tenure at its base root is academic freedom and its protection, then certainly what people teach and how they teach it is the place they are most likely to come under attack. Therefore, he questioned the rationale for having the best teachers on a track other than a tenure track.

Regent Dorr stated that this discussion was substantially different from what the Regents were informed of when the clinical track was established several years ago. It was his impression that clinical track faculty would not essentially become tenured with regard to job security.

Provost Whitmore said that was correct. Normally clinical track faculty have 5-year contracts which may or may not be renewed.

Regent Arenson asked that representatives of each university discuss resignations of minority faculty.

Provost Kozak presented highlights of Iowa State University's report. With regard to Regent Arenson's question about minority faculty, he said university officials pay close attention to resignations of faculty from underrepresented groups. University officials have to make great efforts to bring to campus talented minority and women faculty. In some sense they are too good at it because those faculty move through the system and are picked off by other universities. Faculty receive terrific offers from other institutions. He said there were three minority or women faculty in this report who left the university. These three people were very talented and very marketable. For example, one became a dean and another became a program director. He stressed that Iowa State University officials are doing everything they can to recruit and retain these faculty. The percentage of women who have resigned is equal to the percentage of women on the faculty. He offered to provide the Regents with the individual case histories to give a sense of the opportunities which were presented to the faculty who left.

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Regent Arenson asked if Iowa State University officials were doing all they can to retain faculty. Provost Kozak said absolutely. One of the things university officials do is develop counteroffers. However, it is best to avoid that to begin with by having salaries that are competitive nationally. He stressed the importance of trying to keep faculty salaries high. Last year two chemistry faculty were presented with attractive offers from outside institutions. Iowa State University officials made counter offers that went well over \$1 million to keep them at Iowa State University.

Regent Arenson asked if there was anything else that could be done to stop the outflow of faculty. Provost Kozak stated that when he came to Iowa State University one of the first things he did was develop a faculty mentoring program for all new faculty in order to provide a professional friend with whom to talk. He said that program has turned out to be very successful. The university has a teaching excellence center for faculty who want to improve their teaching skills. University officials encourage interdisciplinary research teams. He noted that it used to be a rule of thumb that 5 percent of faculty will turn over; Iowa State University's percentage is closer to 2 percent. He stated that there is opportunity for faculty who come to Iowa State University to build successful careers; however, the most successful are very marketable.

Regent Smith questioned whether Iowa State University officials had gotten specific feedback from minority faculty who had resigned. Provost Kozak responded affirmatively, noting that university officials conduct exit interviews with faculty. He provided several examples. One female faculty member in agricultural engineering left for the University of California-Davis where they were willing to construct experimental facilities for her which was something they simply were not able to do at Iowa State University. He stressed that university officials were doing the very best they could from their end but there are market issues with which they deal. He noted that there were two sides to that story. Iowa State University officials also pay attention to faculty on other campuses and are also guilty of trying to bring talented people to Iowa State University. Valerie Sheares, Assistant Professor of Chemistry, had offers from numerous universities. Iowa State University got into that competition and won.

Regent Smith said she would be interested in seeing the structure of the exit interview at each of the campuses.

Provost Marlin stated that very few faculty at the University of Northern Iowa actually resigned. She saw no discernible patterns or problems. There were two minority faculty who left the university. One explicitly wrote that she was leaving for personal reasons. The other's wife was a physician who accepted an attractive offer from out of state. She said the University of Northern Iowa continues to offer a mentoring system.

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She invites new faculty to breakfast in order to get feedback on how they are doing, how the mentoring program is going, and to try to assure that the climate is supportive.

Provost Whitmore referred to Regent Arenson's earlier question regarding minority faculty. He noted that he was not at the University of Iowa last year and that Associate Provost Altmaier who runs the evaluation program was not in attendance that day. He speculated that the answer was similar to what was presented by his colleagues: faculty who are talented are often sought after by other organizations. Most leave to take positions at other major public research universities. He offered to provide the Regents with a report that would provide that information.

Regent Arenson said such a report would be enlightening. He stated that the Board of Regents is committed to increasing diversity at its institutions. They all understand that if the institutions are going to attract and retain minority students they have to have minority faculty. He asked what the Board can do to help the institutions fulfill their missions.

President Coleman stated that Provost Whitmore and she have been very aggressive about speaking with the deans monthly about their continuing progress. She noted that the University of Iowa is the top institution in the AAU in terms of the number of women faculty. There are 50 percent women in the assistant professor ranks. In the area of hiring and retaining minority faculty, she said the University of Iowa has been very successful but not as successful as university officials want it to be. She noted that the university recruited a minority female whom many universities in the country wanted to recruit. She said Provost Kozak is exactly right; that the most talented faculty command very good packages when they are being recruited. She agreed that the exit interview is extremely important. She was not aware of any particular instance where environment has been a problem. University of Iowa officials want the university to be a campus where everyone has an opportunity to succeed in their careers. To recruit people and then have them fail was not good. She said the academic market is fierce. Recruiting and retaining faculty is a constant process and relates to competitive salaries, good graduate students, good equipment, etc.

President Jischke stated that the most important thing for the Board to do is stay the course on policy matters. He assured the Board that Iowa State University is making progress. There are specific programs the Board can support. The IMAGES program helps to increase the supply of young people who are prepared to go to a university. He noted that Iowa State University is hosting the Big 12 Black Student Government meeting. Such an event hosting is a signal that the institution is welcoming to minorities.

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President Newlin thanked the three provosts for their reports.

ACTION: President Newlin stated the Board, by general consent, (1) received the report; (2) encouraged universities to continue efforts to perform exit interviews with all faculty who resign; and, (3) encouraged universities to continue efforts to foster development of new faculty through more extensive use of faculty mentoring programs.

REPORT ON LEGISLATIVE SESSION. The Board Office recommended the Board receive information on the 1997 legislative session.

During the past two weeks, President Newlin, the Executive Director, the university presidents, and the special school superintendents made presentations to the Joint Education Appropriations Subcommittee. President Newlin, the Executive Director, and the university presidents are scheduled to appear before the Joint Transportation, Infrastructure and Capitals Appropriations Subcommittee on February 18 to discuss the Board's capital request.

On February 18, the Economic Development Appropriations Subcommittee will hear presentations related to the following Regent university programs: Advanced Drug Development at the University of Iowa, Institute for Physical Research and Technology (IPRT) at Iowa State University, Small Business Development Center (SBDC) at Iowa State University, and Institute for Decision Making at the University of Northern Iowa.

The following is the status of the highest priority bills being monitored by the Board of Regents' staff and legislative liaisons:

Appropriations Bills

HSB 6 - This study bill makes appropriations for the fiscal years 1997-1998 and 1998-1999 to state education agencies which include the Board of Regents, the Department of Education, College Student Aid Commission, and the Department of Cultural Affairs. The bill reflects the Governor's recommendations for Regent appropriations.

Sponsor: Proposed Governor's Appropriations Bill

Current Status: Referred to Appropriations Committee

Regent Position: RECOMMEND MONITOR

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HSB 85 - This study bill makes appropriations for various capital projects and transportation. The bill appropriates \$70.3 million from the rebuild Iowa infrastructure fund over a four year period beginning in fiscal year 1999 to the Board of Regents for the following capital projects: Intensive Livestock Research Facilities, Phase II at Iowa State University, Medical Education and Biomedical Research Facilities at the University of Iowa, Lang Hall Renovation at the University of Northern Iowa, Engineering Teaching and Research Complex, Phase II at Iowa State University, Lakeside Laboratory Improvements, Visual Alert System and fire safety at Iowa School for the Deaf, and deferred maintenance at Iowa Braille and Sight Saving School. The appropriation amounts are \$19.5 million for each of the fiscal years 1999, 2000 and 2001 and \$11.8 million for FY 2002.

Sponsor: Proposed Governor's Appropriations Bill

Current Status: Referred to Appropriations Committee

Regent Position: RECOMMEND MONITOR

SSB 4 - This study bill makes supplemental appropriations for fiscal year 1996-1997 including the \$2.3 million supplemental salary appropriation to fully fund FY 1997 salary increases for the Regent institutions as agreed upon and approved by the General Assembly last year. The bill would take effect upon enactment.

Sponsor: Proposed Governor's Appropriations Bill

Current Status: Referred to Appropriations Subcommittee,
McLaren, Kramer, Rife, Flynn, and Neuhauser

Regent Position: RECOMMEND MONITOR

Other Bills

HF 11 - This bill provides that any individual appointed or selected to arbitrate public employee collective bargaining disputes must be an Iowa resident.

Sponsor: Van Maanen

Current Status: Referred to Labor and Industrial Relations
Subcommittee, Dix, Boddicker, Connors

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Regent Position: RECOMMEND OPPOSE

HF 168 - This bill creates a legislative task force to study the need for the community colleges to operate effectively and efficiently as a state system. The task force would look at such things as a community college governance system, relationships with other accredited post-secondary institutions in Iowa, local school districts, the Department of Education, and the State Board of Education, enhancement of community college accountability, as well as collaboration and relationships among community colleges. The bill also requires the Boards of Directors of community colleges to provide certain specified information annually to the Department of Education and allows the state to withhold state financial assistance if community colleges fail to substantially meet the information requirements.

Sponsor: Greig and Wise

Current Status: Referred to Education Subcommittee,
Grundberg, Mascher, Rants, Thomson, and
Wise

Regent Position: RECOMMEND MONITOR

HSB 12/SSB 87 - These study bills relate to state employee pay and benefits by providing for public employee collective bargaining, allow the legislature to appropriate less funding decided in arbitration for an economic impasse item, provide for a state employee health benefits program, requires state employees to pay at least 25 percent of health insurance premiums, and provides an effective date.

Sponsor: Proposed Governor's Bill

Current Status: Referred to House Labor and Industrial
Relations Subcommittee, Millage, Sukup and
Taylor and Senate State Government
Subcommittee, Rife, Gronstal, Kibbie, Lind,
and Lundby

Regent Position: RECOMMEND MONITOR

SSB 28 - This study bill relates to the authorized use and users of the Iowa Communications Network and provides an effective date. The Regent institutions are concerned with the impact of this bill on their use of remote dial-up as well as the functioning of the university telecommunications systems.

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Sponsor: Proposed Committee on Commerce Bill

Current Status: Referred to Commerce Subcommittee, Rife,
Deluhery, Gronstal, Redfern, and Schuerer

Regent Position: RECOMMEND MONITOR

Mr. Richey noted that the Governor's operating budget recommendations were predicated on what was being estimated for the state salary policy. The Regents' requested increase for targeted programs was 3 percent. The Governor recommended right at 1 percent for targeted programs.

ACTION: President Newlin stated the Board received information on the 1997 legislative session, by general consent.

REPORT OF THE BANKING COMMITTEE. The Board Office recommended the Board accept the report of the Banking Committee and approve the Resolution for the Sale of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997.

Regent Kennedy stated that the Banking Committee members spent quite a bit of time reviewing with Wilshire Associates the Regents' investment structure. They will probably discuss the issue again next month. The Banking Committee members also received a status report on short-intermediate fixed income investment management, quarterly investment and cash management reports, internal audit reports for the University of Iowa, and external audit reports for the University of Iowa. Other business included the revenue bond sale which took place earlier in the Board of Regents meeting.

The motion for the sale of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, can be found in the University of Iowa section of these minutes, page 671.

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

BOARD OFFICE PERSONNEL TRANSACTIONS. The Board Office recommended the Board ratify the Board Office Register of Personnel Transactions which included the following action:

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Appointment: ILENE TUTTLE. Administrative Assistant, Human Resources Unit, at an annual salary of \$30,292 including the usual fringe benefits, effective February 17, 1997.

MOTION: Regent Smith moved to approve the Board Office Register of Personnel Transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

RESIDENCY APPEALS. The Board Office recommended the Board deny the two appeals for residency status for purposes of tuition.

The Board received two appeals of residency status for purposes of tuition and these were reviewed by the Interinstitutional Committee on Residency reviews composed of the Sue Follon (UNI), Phillip Jones (SUI) and Thomas Thielen (ISU).

The residency review committee recommended that the Board of Regents uphold the decisions of the University of Iowa and deny the appeals.

MOTION: Regent Tyrrell moved to deny the two appeals for residency status for purposes of tuition. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

APPROVAL OF VENDORS WITH POTENTIAL CONFLICT OF INTEREST. The Board Office recommended the Board approve the request from Iowa State University to add the name of Paul C. Meenan, and the request from the University of Northern Iowa to add the name of John Bermel to the list of approved vendors with a potential conflict of interest.

Paul Meenan is a graphic designer and has been employed as a graphic designer for the Athletic Department at Iowa State University since August 1996. From 1988 until Paul Meenan was hired full-time, he created design projects for the Iowa State University Athletic Department and for various campus departments on a freelance basis.

Paul Meenan wishes to provide graphic services to other campus departments out of his home, using his own equipment and supplies, and only during non-Athletic Department working hours. Mr. Meenan states that he feels his assistance to other Iowa State University departments would not interfere with his Athletic Department duties.

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John Bermel is employed as the Head Men's Golf Coach, a temporary part-time position with Intercollegiate Athletics at the University of Northern Iowa, and he wishes to sell golf equipment and services to the university. Mr. Bermel states that his status and full-time employment as the golf pro at Pheasant Ridge Golf Course affords professional discounts not otherwise available to other retailers, which could benefit the Men's Golf Team.

The Men's Golf Team has an annual budget of \$2,000 for uniforms, balls, and equipment; the University of Northern Iowa Athletic Department does not anticipate any other business transactions with Mr. Bermel. The Athletic Business Office has drafted procedures ensuring that an independent individual will secure comparative quotes for any transaction with Mr. Bermel having a value greater than \$500.

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 Pellett moved to approve the request from Iowa State University to add the name of Paul C. Meenan, and the request from the University of Northern Iowa to add the name of John Bermel to the list of approved vendors with a potential conflict of interest. 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.

AFFILIATED ORGANIZATION: REPORT ON IOWA 4-H FOUNDATION AT IOWA STATE UNIVERSITY. The Board Office recommended the Board receive the report on the Iowa 4-H Foundation (ISU).

The Iowa 4-H Foundation, founded in 1949 to support the development of the Iowa 4-H Camp at Madrid, is affiliated with Iowa State University and assists Iowa's youth in becoming productive, self-directed, contributing members of society.

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The audit for the 4-H Foundation reported the financial statements for the fiscal year ended August 31, 1996, were fairly presented in all material respects. The Foundation provides financial assistance for 4-H and youth programs and projects for which tax moneys are insufficient or ineligible.

The Foundation's 3-year capital campaign, *Imagine Together*, came to an end August 31, 1996, with donations totaling \$2.5 million which will fund:

- significant facility improvements to the Iowa 4-H Education & Natural Resources Center;
- new educational programs, specifically in the health and service fields; and
- several endowments for county 4-H programs, volunteer training, annual service programs, and educational scholarships.

For the fiscal year ended August 31, 1996, revenue of \$1,238,640 exceeded expenses of \$901,001 by \$337,639. A change in accounting principle, effective September 1, 1995, allows for the recognition of revenue when received or unconditionally pledged instead of when scheduled for collection; this resulted in the recognition of \$452,127 previously reported as deferred assets. Net assets on August 31, 1996, totaled \$2.8 million with \$1.5 million unrestricted, \$.4 million temporarily restricted, and \$.9 million permanently restricted.

The annual report and audit of the 4-H Foundation are on file at the Board Office.

ACTION: This report was received by consent.

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

The Board Office budget is in balance with estimated resources for fiscal year 1997.

Travel expense is projected at the same level as last month, but these figures are running at a somewhat higher percentage rate and could change substantially in the next few months.

ACTION: This report was received by consent.

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

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March 19-20, 1997	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 thanked President Coleman and her staff for the public address system that was in place for this meeting. A microphone had been provided for every Regent. The Regents were criticized in the press for the inability of some to hear what was being said at Board meetings.

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STATE UNIVERSITY OF IOWA

The following business pertaining to the State University of Iowa was transacted on Wednesday and Thursday, February 19 and 20, 1997.

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

Register of Personnel Transactions for December 1996 and January 1997.

MOTION: Regent Smith moved to approve the personnel transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

AMENDMENTS TO FACULTY SENATE CONSTITUTION. The Board Office recommended the Board approve amendments to the Constitution of the University of Iowa Faculty Senate, as presented.

The Faculty Senate proposed two sets of amendments to its constitution. The first set ensures that salaried clinical faculty are included in the governance structures of the Faculty Senate and the Faculty Council. The second set concerns filling vacancies in the Faculty Senate and its offices.

These amendments were approved by the Faculty Senate in November. They were approved by a referendum of all faculty in December.

President Coleman approved the Constitution changes in December after the faculty referendum and forwarded them to the Board for its consideration in accordance with provisions in the Constitution of the Faculty Senate, the University's Operations Manual section 10.026, and Board policy.

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The Board Office recommended that the Board approve both sets of amendments to the Constitution of the Faculty Senate. The text of the amendments is available in the Board Office.

MOTION: Regent Arenson moved to approve amendments to the Constitution of the University of Iowa Faculty Senate, as presented. Regent Lande seconded the motion.

Regent Lande said he presumed there was a minority view on the amendments. Professor Kurtz said there may have been one or two people who were opposed to the amendments; however, the amendments were overwhelmingly approved by the Faculty Senate.

Mr. Richey stated that this was before the Board of Regents because all faculty senate constitutions require Board approval.

VOTE ON THE MOTION: Motion carried unanimously.

ADMINISTRATIVE REORGANIZATION. The Board Office recommended the Board (1) approve the reporting relationship for the coordination and oversight of health sciences; (2) approve the proposed elimination of the position of Vice President of Health Sciences; (3) approve the establishment of the position of Vice President for Student Services; and (4) approve the reclassification of Associate Provost Phillip Jones to Vice President for Student Services.

Elimination of the Position of Vice President of Health Services

In the summer of 1996, after the resignation of the Vice President for Health Sciences, Henri Manasse, President Coleman requested a review of the Office of the Vice President for Health Sciences (VPHS). The review Committee was chaired by David Skorton, Vice President for Research and Special Assistant to the President for the Health Sciences Center (HSC). The committee included Provost Jon Whitmore, General Counsel Mark Schantz, Vice President Ann Rhodes and Vice President Doug True.

The review committee prepared its report after reviewing a self-study report prepared by the VPHS staff and the results of interviews with the HSC leaders and other comments, after assessing governance models at other academic health centers, and after considerable discussion of the current milieu of the HSC at the University.

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The new HSC Governance Model proposed by the review committee and modified by input from the campus is as follows:

Recommendation #1: Based on current circumstances, there should no longer be a Vice President for Health Sciences with separate line responsibility for all HSC units. Administrative responsibilities related to the HSC should be assumed by other members of the University of Iowa administration to achieve efficient and cost-effective oversight.

Recommendation #2: The deans of all four health science colleges, in their capacity as collegiate academic officers, should report to the University of Iowa Provost as the institution's chief academic officer.

Recommendation #3: The HSPC should be chaired by the Provost.

Recommendation #4: The Clinical Enterprise should receive guidance and support from the Clinical Enterprise Group, chaired by the President of the University and comprising of senior University officials as appointed by the President.

The Clinical Enterprise Group should meet regularly with the Clinical Enterprise leadership to review plans and budgets and to share other relevant information. The Group would advise the President with respect to academic, legal, financial, and other policy issues involving the Clinical Enterprise and with respect to matters which require frequent consultation with the Board of Regents, other state officials and a variety of other external constituencies.

Recommendation #5: The Director of the UIHC should report to the President, who will be advised by the Clinical Enterprise Group. Likewise, the Dean of the College of Medicine should report to the President with respect to matters pertaining to the Dean's responsibilities as a partner in the Clinical Enterprise.

Recommendation #6: The University Hygienic Laboratory should remain part of the HSC and the Director of the UHL should be a member of the HSPC. Administrative oversight of the UHL should be by the Vice President for Research, to whom the Director of the UHL would report for personnel actions.

Recommendation #7: A new senior staff position should be created in the Office of the Provost. This individual should staff the HSPC and advise the Provost on academic HSC matters. This individual will not have line responsibility for any HSPC personnel nor for any operating procedures of the HSC. The Provost will have an office in the HSC.

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The model proposed preserves the notion of an integrated Health Sciences Center, but restores emphasis upon a unified, single university. On the academic side, this is undergirded by vesting academic leadership in the Provost, with responsibility for all faculty reporting relationship with all deans. Assisted by the appropriate staff, the Provost can realistically be asked to build upon the gains inspired by the Health Sciences Center concept.

The model proposed permits preservation of the gains achieved by development of the Clinical Enterprise concept, not the least of which is the partnership of peers achieved by the current UIHC Director and current Dean of Medicine. In addition, it recognizes and builds upon the extent to which the continued vitality of the Clinical Enterprise will require priority efforts from all members of the central administration and the special attention of the President and the Provost.

The review committee recommended that periodic review of the governance structure is in order as is the case with other SUI organizational units. Accordingly, a group will be convened in four years to assess the success and continuance of the proposed governance structure. If circumstances dictate, this governance structure will be reviewed earlier than in four years.

Establishment of the Position of Vice President for Student Services

University of Iowa officials requested that the position currently held by Dean of Students, Phillip Jones, be reclassified as "Vice President for Student Affairs and Dean of Students".

In 1990, with the retirement of Philip Hubbard, the position of Vice President for Student Services was not filled. The duties were assumed by Dean of Students Philip Jones, and the division of student services was placed in the Provost's Office. After a review of this structure, university officials proposed to basically re-instate the Vice President of Student Affairs position.

University officials believe this reclassification will provide additional advocacy on behalf of students and will contribute to a greater understanding of and focus on student life issues.

The new position of Vice President for Student Services will report directly to the President. University officials proposed that the following units will report to the Vice President for Student Services: Campus Programs/Student Activities, Career Development and Cooperative Education, Hancher Auditorium, Counseling Services, the Iowa Memorial Union, Residence Services, Services for People with Disabilities, Special

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Support Services, the Women's Resource and Action Center, Student Government, Student Judicial Procedures, and Student Services Administration. These units currently report to Dean Jones and will continue to do so after the reclassification.

Reclassification of Associate Provost Jones

Dr. Jones received his B.S. Degree from the University of Illinois at Urbana, his M.A. and Ph.D. from the University of Iowa. He has served as Coordinator of the Educational Opportunities Program at the University of Iowa (1968-70), was Director of Special Support Services (1970-75), and was Assistant Vice President for Administration and Director of Affirmative Action from 1975-78. In 1978, Dr. Jones was appointed Associate Dean of Student Services, and he became Dean of Students in 1983, serving in that position until 1989. Since 1989, Dr. Jones has served as Dean of Students and Associate Provost.

The reclassification would be effective on February 20, 1997, and Dr. Jones would receive an annual salary of \$127,000.

President Coleman reviewed the recommendation with the Regents.

Associate Provost Jones stated that he welcomed the opportunity to be considered for this reorganization.

MOTION:

Regent Arenson moved to (1) approve the reporting relationship for the coordination and oversight of health sciences; (2) approve the proposed elimination of the position of Vice President of Health Sciences; (3) approve the establishment of the position of Vice President for Student Services; and (4) approve the reclassification of Associate Provost Phillip Jones to Vice President for Student Services. Regent Smith seconded the motion.

Regent Tyrrell said he basically thought this was a very good move although he did have some misgivings. Vice President Manasse brought a real body of expertise and knowledge to the university. Regent Tyrrell was concerned that the clinical enterprise have the advantage of some outside consultation services on a continual or periodic basis. Secondly, he supported the improvement in the emphasis on student services. Elevating the dean of students position to a vice president level was a very significant

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move. He hoped it would be effective in getting the message out that students really are important.

VOTE ON THE MOTION: Motion carried unanimously.

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.

PROJECT DESCRIPTIONS AND BUDGETS

Bowen Science Building--Remodel Core 1-500 \$1,003,000
Source of Funds: College of Medicine Gifts and Earnings

Preliminary Budget

Construction	
Public Bidding	\$ 701,300
University Operations and Maintenance	84,600
Design, Inspection and Administration	
Design/Construction Services	89,700
Consultants	11,000
Equipment and Furnishings	34,400
Contingencies	<u>82,000</u>
 TOTAL	 <u>\$ 1,003,000</u>

University officials requested approval of a project description and budget to remodel space in the Bowen Science Building for use by the Department of Anatomy; this project is a sub-component of the Anatomy portion of the Capital Plan for the Health Sciences Campus, Related Medical Education and Biomedical Research Facilities. The project will remodel 6,194 square feet of laboratory space in the 1-500 laboratory core of the building. Work will include general demolition and the installation of partitions, doors, finishes, laboratory casework and fume hoods. Also included will be the installation of new ductwork to serve existing HVAC systems, plumbing, lighting and electrical wiring, and the purchase of interior furnishings.

The project will be accomplished via a combination of university forces and the public bidding process. The university work will be separated into three components with work proceeding on one at a time. The sequential delivery of these projects is necessary to allow for the phased relocation of occupants of the project area.

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700 South Clinton--Remodel for State Archaeologist and
\$970,000

Broadcasting Services

Source of Funds: Income from Treasurer's Temporary Investments

Preliminary Budget

Construction	\$ 775,800
Design, Inspection and Administration	
Consultant	81,500
Design/Construction Services	34,900
Contingencies	<u>77,800</u>
 TOTAL	 <u>\$ 970,000</u>

University officials requested approval of a project description and budget to remodel approximately 16,000 square feet of space located at 700 South Clinton Street. The renovated space will house the Office of the State Archaeologist and the radio stations of university broadcasting services.

The Office of the State Archaeologist (OSA) is designated by statute to develop, disseminate and preserve knowledge of Iowa's history through archaeological research, service and education. It is an organized research unit of the university and reports to the Vice President for Research. The OSA currently occupies space in Eastlawn and several other university buildings; it also rents space off campus to support its growing research activities. The overcrowded, decentralized locations have hampered the ability of the OSA to accomplish its program objectives.

The relocation of the OSA functions from Eastlawn will relieve overcrowding for the Personnel, Payroll and Staff Benefits offices located in the building. The additional space will provide for the consolidation of the unit and will better serve the walk-in needs of many faculty, staff and students.

University radio stations WSUI and KSUI currently occupy space in a wing of the Engineering Building to be razed as part of the Engineering Building Modernization/Addition project. The video portion of university broadcasting services, which is also located in the Engineering Building, will be relocated to another building under a separate project.

Only limited improvements have been made to the building located at 700 South Clinton Street since it was acquired by the university in 1980. The majority of the space was

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previously occupied by Campus Mail Service and University Bulk Mailing Services, which have been relocated to the Consolidated Business Services Building approximately two miles south of campus.

The remodeling project will include the installation of a new electrical service and mechanical systems and the extension of modern telecommunications capability throughout the building. The project will also provide offices, repositories and laboratories for the OSA, and offices, studios, and technical support spaces for the radio stations. The two units will share conference and other building support spaces. The project will also provide some exterior repairs and modifications. The building will meet fire and all other applicable codes when the project is completed.

Iowa Memorial Union Ramp--Facility Upgrade \$766,000

Source of Funds: Parking System Improvement Funds

	<u>Preliminary Budget</u>		
	<u>Preventive Maintenance</u>	<u>Ramp Upgrade</u>	<u>TOTAL</u>
Construction	\$ 184,250	\$ 452,750	\$ 637,000
Design, Inspection, Administration	13,000	55,000	68,000
Contingencies	<u>18,000</u>	<u>43,000</u>	<u>61,000</u>
TOTAL	<u>\$ 215,250</u>	<u>\$ 550,750</u>	<u>\$ 766,000</u>

University officials requested approval of a project description and budget to provide improvements to the Iowa Memorial Union Parking Ramp. The Iowa Memorial Union parking ramp, which serves the Iowa Memorial Union and other east campus buildings, was constructed in 1963 and contains 260 spaces on seven levels. The ramp was constructed on a hillside and provides an accessible route for persons with disabilities from the Cleary Walkway to the Iowa Memorial Union.

It is expected that the life of the 34 year old ramp can be extended beyond its 40 year life expectancy with the continued implementation of a comprehensive maintenance program. A recent survey has also identified the need for lighting, elevator, painting, and sign improvements to improve visibility, security and function. Work will include re-lighting the entire ramp to bring it to current standards. In addition, the elevator will be replaced and the elevator shaft modified to provide improved service and visibility. The project will also include painting and signage to brighten the ramp and improve its usability.

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Parking Ramp Preventive Maintenance and Repair--1997 \$635,000

Preliminary Budget

	North Campus Parking Ramp	UIHC Parking Ramp #1	UIHC Parking Ramp #2	UIHC Parking Ramp #3	<u>TOTAL</u>
Construction	\$118,400	\$390,500	\$10,000	\$2,000	\$520,900
Design, Inspection, Administration	14,000	44,000	2,500	500	61,000
Contingency	<u>12,000</u>	<u>38,000</u>	<u>2,100</u>	<u>1,000</u>	<u>53,100</u>
 TOTAL	 <u>\$144,400</u>	 <u>\$472,500</u>	 <u>\$14,600</u>	 <u>\$3,500</u>	 <u>\$635,000</u>

Source of Funds:

Parking System Improvement Funds	\$548,750
Building Renewal	<u>86,250</u>
 TOTAL	 <u>\$635,000</u>

University officials requested approval of a project description and budget to provide maintenance and repairs to the North Campus Parking Ramp and UIHC Parking Ramps #1, #2 and #3. The university manages and maintains parking structures for student, staff and public use. These structures accommodate heavy traffic and are subject to severe environmental impacts such as freezing and thawing as well as damage from the application of chemical de-icers. Good maintenance programs for parking structures are essential and the university has carried out annual repair projects to ensure that the structures perform well. The university recently completed a detailed ramp survey and has prepared a maintenance plan for the next three years.

Work to be undertaken during the 1997 construction year in the identified structures includes repairs to concrete and expansion joints, application of a waterproofing membrane, miscellaneous painting and other repairs. The portion of the project funded with building renewal funds will resurface the recreational courts located on the top level of the North Campus Parking Ramp.

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University Hospitals and Clinics--Carver Pavilion Sprinkler \$540,000
System Improvements--Phase B
Source of Funds: University Hospitals Building Usage Funds

Preliminary Budget

Construction	\$ 432,000
Architectural/Engineering Support	43,200
Planning and Supervision	21,600
Contingency	<u>43,200</u>
TOTAL	<u>\$ 540,000</u>

University officials requested approval of a project description and budget to provide improvements to the sprinkler system in Carver Pavilion. This project is the second phase of a three phase program begun in 1994 to upgrade the fire system risers and mains and install additional required sprinklers. The entire project, which will result in 100 percent sprinkler coverage of Carver Pavilion, will be completed over four years and will bring Carver Pavilion into compliance with all current fire code requirements.

Public Safety Relocation \$328,000
Source of Funds: Income from Treasurer's Temporary Investments

Preliminary Budget

Construction	\$ 273,400
Design, Inspection and Administration	27,300
Contingency	<u>27,300</u>
TOTAL	<u>\$ 328,000</u>

University officials requested approval of a project description and budget to provide a temporary structure to house the Department of Public Safety. The project will include construction of a 5,000 square feet pre-fabricated building to be located south of the intersection of Burlington and Madison Streets near the Facilities Services Building.

The Department of Public Safety is currently housed in a structure located south of the Engineering Building. This building must be razed to accommodate the Engineering Building Modernization/Addition project. The new structure will consist of a pre-fabricated building assembled from movable sections. Project costs will include installation of

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foundation piers, sidewalks, stairs and ramps, as well as associated mechanical, electrical and telecommunications work.

The university's long-term plans include development of permanent space for the Department of Public Safety as a part of future construction in this area of campus. When this construction is complete the temporary structure would be available for other university use.

Dey House--507 North Clinton--Renovate for Writers' Workshop \$299,000
Source of Funds: Building Renewal

Preliminary Budget

Construction	\$ 238,800
Design, Inspection and Administration	
Consultants	21,000
Design/Construction Services	14,800
Contingencies	<u>24,400</u>
 TOTAL	 <u>\$ 299,000</u>

University officials requested approval of a project description and budget to renovate the Dey House located at 507 North Clinton Street for use by the Writers' Workshop. The Dey House was built in 1857 with an addition constructed by the university in the 1950s. Since its acquisition by the university in 1948, the house has provided office space for various administrative functions. The building was recently vacated with the relocation of Undergraduate Advising to the Quadrangle. University officials plan to relocate the Writers' Workshop from the English-Philosophy Building to the Dey House.

The renovation project will provide two seminar rooms, a departmental office, commons room, and departmental work room on the first floor. Faculty offices will be located on the second floor and teaching assistants will be located on the lower level of the addition.

The remodeling work will be accomplished through competitive quotations and bidding. Because of the unique nature of the work to be undertaken, the university may seek to accomplish the work through competitive quotations from various crafts and trades rather than as one general contract.

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Medical Laboratories--Remodel Rooms 339 and 340A

Source of Funds: College of Medicine Gifts and Earnings

September 1996 Budget \$569,000

Revised Budget \$685,000

	<u>Project Budget</u>	
	Sept. 1996 <u>Budget</u>	Revised Budget <u>February 1997</u>
Construction	\$ 455,200	\$ 560,400
Design, Inspection, Administration		
Architect/Engineer Services	62,100	60,600
Consultants	6,200	7,700
Contingencies	<u>45,500</u>	<u>56,300</u>
TOTAL	<u>\$ 569,000</u>	<u>\$ 685,000</u>

University officials requested approval of a revised project budget in the amount of \$685,000, an increase of \$116,000, which reflects an increase in the project scope. The project area was expanded to include rooms 338 and 338A which total approximately 490 square feet. In addition, it was determined that the 15 exterior wood frame windows in the project area should be replaced with double hung wood windows equipped with insulated glass.

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Cambus Maintenance Facility Expansion

November 1996 Budget \$249,000
Revised Budget \$355,900

	<u>Project Budget</u>	
	Nov. 1996 <u>Budget</u>	Revised Budget <u>February 1997</u>
Construction	\$ 200,000	\$306,900
Design, Inspection, Administration Consultants	27,500	27,500
Design/Construction Services	2,000	2,000
Contingencies	<u>19,500</u>	<u>19,500</u>
 TOTAL	 <u>\$ 249,000</u>	 <u>\$ 355,900</u>
 <u>Source of Funds:</u>		
Federal Transit Authority	\$ 200,000	\$ 235,900
Anticipated Federal Transit Authority Funding		48,800
Income from Treasurer's Temporary Investments	<u>49,000</u>	<u>71,200</u>
 TOTAL	 <u>\$ 249,000</u>	 <u>\$ 355,900</u>

University officials requested Board approval of a revised project budget in the amount of \$355,900, an increase of \$106,900, to allow award of the construction contract for the project. The original wing of the Cambus Maintenance Facility consists of a 8,867 square feet storage building constructed in 1973 at 517 South Madison Street. An addition of 6,585 square feet was constructed in 1985 to function as a service facility. Both the size and number of buses in the Cambus fleet have increased since 1973. As a result, a number of vehicles must be stored outside the building, and the amount of space devoted to parts and tire storage has become inadequate. In addition, the original storage building contains only two overhead doors, making maneuvering buses difficult.

Five construction bids were received on January 29, 1997. All of the bids exceeded the initial project budget. Approval of the revised budget in the amount of \$355,900 will allow award of the contract for the Base Bid of \$244,900 plus Alternate #1 in the amount of \$62,000 for a total award of \$306,900.

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The revised budget includes funding of \$235,900 from the Federal Transit Authority with additional anticipated funding of \$48,800. The current level of funding plus Treasurer's Temporary Investments will only allow award of the construction contract for the low Base Bid of \$244,900. However, Board approval was requested of a revised project budget including anticipated funding from the Federal Transit Authority. The additional funding from the Federal Transit Authority would allow award of Alternate #1 in the amount of \$62,000. Award of this alternate is contingent upon receipt of these additional funds.

Alternate #1 will remodel 760 square feet of space in the existing Campus Maintenance Facility. The alternate includes remodeling of a bathroom, locker/shower room, parts room and a work room to create improved working space for the maintenance of motors and transmissions and to improve working conditions for the staff.

* * * * *

University officials presented eight 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

<u>Medical Education and Biomedical Research</u>	<u>\$62,000</u>
<u>Master Plan Design Overview</u>	
Payette Associates, Boston, MA	

University officials requested approval of an agreement with Payette Associates to oversee the design concept work of the various consultants working on the numerous components of the Plan. Under this agreement the firm will ensure that the consultants for these projects follow the intentions of the Plan and that the overall project is well coordinated.

The agreement provides for a fee of \$62,000, including reimbursables.

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University Hospitals and Clinics--Installation of Addressable
Fire Alarm System--Phase A \$52,750
A and J Associates Iowa City, IA

University officials requested approval to enter into an agreement with A and J Associates to provide design services for the project. The agreement provides for a fee of \$52,750, including reimbursables.

Iowa Memorial Union Ramp--Facility Upgrade \$52,492
Shive-Hattery, Iowa City, IA

University officials requested approval to enter into an agreement with Shive-Hattery to provide design services for the project. The agreement provides for a fee of \$52,492, including reimbursables.

Parking Ramp Preventive Maintenance and Repair--1997 \$45,966
Shive-Hattery, Iowa City, IA

University officials requested approval to enter into an agreement with Shive-Hattery to provide design services for the project. The agreement provides for a fee of \$45,966, including reimbursables.

Campus Fiber Optic Network--Project 13 \$31,740
Shive-Hattery, Iowa City, IA

University officials requested approval to enter into an agreement with Shive-Hattery to provide preliminary design services for Project 13 of the Campus Fiber Optic Network. The university has identified the need for 26 fiber optic equipment closets to serve as individual building hubs for 15 buildings on the main and Oakdale campuses. The work will include field investigation and site studies, asbestos survey, preliminary design of the facilities and construction cost estimates.

The agreement provides for a fee of \$31,740, including reimbursables.

Bowen Science Building--Remodeling for Physiology and Pharmacology
Rohrbach Carlson, Iowa City, IA

University officials requested approval of the selection of Rohrbach Carlson to serve as project architects. The university received expressions of interest from 11 firms to provide design services for the project. A group of university staff and administrators, including representatives from the College of Medicine, selected three firms for

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interviews. The university recommends the selection of Rohrbach Carlson based on the firm's related experience with health service and research facilities as well as its record on recent successful university projects.

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

Amendments:

Levitt Center for University Advancement Amendment #3 \$238,250
Brooks Borg and Skiles, Des Moines, Iowa

University officials requested approval of Amendment #3 in the amount of \$238,250 to the agreement with Brooks Borg and Skiles. The amendment will provide an adjustment in the consultant's fee reflecting an increase in the size of the project from 100,000 to 117,800 gross square feet.

Amendment #3 will not result in an increase in the total project budget.

Carver-Hawkeye Arena--Install Rigging Amendment #2 \$18,469
Donovan Rigging, Seattle, WA

University officials requested approval of Amendment #2 in the amount of \$18,469 to the agreement with Donovan Rigging. The amendment will provide for additional design and engineering services resulting from the change in rigging support requested by the university.

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

Capital Plan for Health Sciences Campus, Related Medical Education \$6,400.00
and Biomedical Research Facilities
Baldwin White Architects, Des Moines, Iowa

Campus Fiber Optic Network, Project 1--Entrance Facilities Construction \$5,930.00
and Exterior Ductbank Route
Shive-Hattery, Iowa City, Iowa

University Hospitals and Clinics--Boyd Tower Clinical Microbiology Unit \$5,000.00
Development
Rohrbach Carlson, Iowa City, Iowa

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University Hospitals and Clinics--Diverter Room Development \$4,684.28
Hansen Lind Meyer, Iowa City, Iowa

Laundry Facility Replacement \$4,200.00
Philips and Associates, Arden Hills, MN

University Hospitals and Clinics--South Pavilion Telecommunications \$2,276.26
Switchroom Development
Hansen Lind Meyer, Iowa City, Iowa

University Hospitals and Clinics--Material Distribution Support Facilities \$1,481.73
Development
Hansen Lind Meyer, Iowa City, Iowa

CONSTRUCTION CONTRACTS

Cambus Maintenance Facility Expansion \$306,900
Award to: Merit Construction Company, Cedar Rapids, Iowa

University officials requested award of the construction contract to the low bidder, Merit Construction Company, as follows:

Base Bid of \$244,900, plus Alternate #1 of \$62,000 =

TOTAL AWARD OF: \$306,900 (5 bids received)

Award of the Base Bid can be made with the existing available funds in the revised budget. As indicated in the discussion of the revised project budget, the award of Alternate #1 is contingent upon the receipt of additional funding from the Federal Transit Authority.

East Campus Chilled Water System--Biology Building Extension \$317,456.00
Award to: Modern Piping, Cedar Rapids, Iowa
(4 bids received)

University Hospitals and Clinics--Development of a Hospital \$164,060.00
Information Systems Computer Facility
Award to: Aanestad Construction, Iowa City, Iowa
(6 bids received)

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Campus Fiber Optic Network--Project 12, Contract 2-- \$119,845.97
Wendell Johnson Speech and Hearing Center
Award to: NIS Communications, Des Moines, Iowa
(2 bids received)

Campus Fiber Optic Network--Project 9, Oakdale Campus-- \$103,981.00
Contract 1--Entrance Facilities Construction
Award to: Gerard Electric, Iowa City, Iowa
(4 bids received)

Biological Sciences Renovation/Replacement--Chilled Water \$74,190.00
Extension
Award to: AAA Mechanical Contractors, Iowa City, Iowa
(5 bids received)

Campus Fiber Optic Network--Project 5, Contract 6--Pharmacy Building \$69,781.58
Award to: NIS Communications, Des Moines, Iowa
(2 bids received)

Campus Fiber Optic Network--Project 10 \$39,328.57
Award to: Computer Cable Connection, Urbandale, Iowa
(1 bid received)

ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

Pharmacy Building--Pharmaceutical Services Remodeling
McComas-Lacina Construction Company, Iowa City, Iowa

Bowen Science Building--Diabetes Research Laboratory Remodeling
Aanestad Construction, Iowa City, Iowa

University Hospitals and Clinics--Material Distribution Support Facilities Development
Aanestad Construction, Iowa City, Iowa

West Campus Chilled Water Loop--Final Phase
Modern Piping, Cedar Rapids, Iowa

West Campus Steam Distribution Improvements and Extensions--Steam Service,
Colloton Pavilion to Pomerantz Family Pavilion Extension
AAA Mechanical Contractors, Iowa City, Iowa

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Hydraulics Laboratory--Upgrade Primary Electrical Service
L. B., Iowa City, Iowa

Campus Fiber Optic Network--Project 4, Contract 4--Exterior Ductbank Route
L. B., Iowa City, Iowa

Library Area Master Plan--North Pedestrian Walkway and South Plaza Developments
All American Concrete, North Liberty, Iowa

Medical Research Center--Correct Fire Safety Deficiencies
McComas-Lacina Construction Company, Iowa City, Iowa

University Hospitals and Clinics--General Hospital Elevator Replacement--Phase I
McComas-Lacina Construction Company, Iowa City, Iowa

University Hospitals and Clinics--Material Services Processed Linen Storage and Dispensing Facility
Hillebrand Construction of the Midwest, Davenport, Iowa

Schaeffer Hall--Remodeling and Renewal--Exterior Repairs
Wm. Sewell and Company, Mount Vernon, Iowa

Institutional Roads--South Grand Avenue Improvements
Streb Construction Company, Iowa City, Iowa

Hillcrest Residence Hall--Renovate Restrooms--Phase I
McComas-Lacina Construction Company, Iowa City, Iowa

University Hospitals and Clinics--Pomerantz Family Pavilion Main Entrance Drop-Off Drive
McComas-Lacina Construction Company, Iowa City, Iowa

FINAL REPORTS

<u>Power Plant Improvements</u>	<u>\$5,417,116.19</u>
<u>University Hospitals and Clinics--Development of a Surgical Intensive Care Unit in the John Pappajohn Pavilion</u>	<u>\$5,232,039.14</u>
<u>College of Medicine Administration Building Completion</u>	<u>\$834,604.75</u>

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<u>University Hospitals and Clinics--Development of Obstetrics and Gynecology Clinic Support Services</u>	<u>\$695,555.14</u>
<u>University Hospitals and Clinics--Pre-Surgical Workup and Same Day Surgery Admission Facility</u>	<u>\$647,440.86</u>
<u>Iowa Memorial Union--Footbridge Repairs</u>	<u>\$633,645.22</u>
<u>Dental Science Building--Reconstruct Visitor Parking Lot</u>	<u>\$610,116.49</u>
<u>Macbride Hall--Replace Windows</u>	<u>\$592,567.75</u>
<u>Medical Laboratories--Renovate Research Laboratory</u>	<u>\$556,890.83</u>
<u>University Hospitals and Clinics--Pappajohn Pavilion Mechanical and Electrical Systems Development</u>	<u>\$556,247.27</u>
<u>Pharmacy Building--Remodel Zopf Auditorium</u>	<u>\$542,521.67</u>
<u>University Hospitals and Clinics--Multidisciplinary Faculty and Staff Office Development</u>	<u>\$523,131.99</u>
<u>Biology Building--Animal Quarters Renovation</u>	<u>\$491,479.72</u>
<u>University Hospitals and Clinics--Replace East Carver Pavilion Roof</u>	<u>\$425,423.51</u>
<u>University Hospitals and Clinics--Neuroangiography Unit and CT Scanner Replacement</u>	<u>\$364,138.45</u>
<u>University Hospitals and Clinics--General Hospital Sprinkler Installation--Phase A</u>	<u>\$342,080.05</u>
<u>Bowen Science Building--Install Fire Alarm--Phase 2</u>	<u>\$299,359.17</u>
<u>University Hospitals and Clinics--Replace Building HVAC Controls</u>	<u>\$295,814.78</u>
<u>Jefferson Building--Correct Fire Safety Deficiencies</u>	<u>\$191,364.81</u>
<u>President's Residence--Exterior Repairs and Site Improvements</u>	<u>\$128,794.05</u>

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

LEASE OF PROPERTIES. The Board Office recommended the Board approve the leases, as presented.

University officials requested approval of the following farm lease renewals effective March 1, 1997 through February 28, 1998:

- With Tom Williams as operator for his use of 172.4 acres of farm land located in Johnson County, Iowa, (Hawkeye Farm) at the average rate of \$82.00 per acre (\$14,136 per year);
- With Scott Ogden as operator for his use of 44.2 acres of farm land located in Johnson County, Iowa, (Oakdale Farm) at the average rate of \$38.97 per acre (\$1,723 per year); and
- With Richard Chapuis of Chapuis Farms, Ltd., as operator for his use of 77.6 acres of farmland located in Van Buren County, Iowa, at the rate of \$100 per acre (\$7,760 per year).

University officials requested approval to enter into a new lease as lessee with Grinnell Regional Medical Center for the university's use of 1,500 square feet of office space located in the Grinnell, Iowa, at the rate of \$1,250 per month (\$10 per square foot, \$15,000 per year) for a five-year period.

University officials requested approval to enter into a new lease as lessee with Finley Tri-States Health Group, Inc., for the university's use of 1,134.2 square feet of office space located in Dubuque, Iowa, at the rate of \$1,181.46 per month (\$12.50 per square foot, \$14,177.52 per year) plus \$94.52 per month for utilities and maintenance (\$1 per square foot, \$1,134.24 per year), for a total monthly rental of \$1,275.98 (\$15,311.76 per year), for a one-year period.

University officials requested approval to enter into a new lease as lessee with the Ecumenical Community Center Foundation for the university's use of 269 square feet of office space located in Cedar Rapids, Iowa, at the rate of \$325 per month (\$14.50 per square foot, \$3,900 per year) for a term of approximately 11 months.

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University officials requested approval to renew its lease as lessee with GWG Investments for the university's use of 23,400 square feet of office space located in the former Iowa City Public Library Building at the rate of \$5,175 per month (\$2.65 per square foot, \$62,100 per year) for a five-year period.

University officials requested approval of the following leases as lessor for business incubator space at the Technology Innovation Center:

- New lease with Advanced Technologies Group for its use of 640 square feet of space at the rate of \$320 per month (\$6 per square foot, \$3,840 per year) for a one-year period;
- New lease with Sustainable Science International for its use of 308 square feet of space at the rate of \$154 per month (\$6 per square foot, \$1,848 per year) for a one-year period;
- Lease renewal with American Matrix Technologies for its use of 631 square feet of space at the rate of \$446.96 per month (\$8.50 per square foot, \$5,363.52 per year) for a six-month period; and
- Lease renewal with Response Television Corporation for its use of 202 square feet of space at the rate of \$202 per month (\$12 per square foot, \$2,424 per year) for a one-year period.

Mr. Richey stated that the previous day Dr. Boutwell of the MGT firm had recommended that lease approval be delegated to the institutions. He said the law in Code of Iowa Chapter 262 currently provides that the Regents approve leases and by roll call vote. In order to change the requirement, that section of the statute would have to be repealed, which probably would not be a good move. The authority might then go somewhere else. He recommended that the Board not take that risk.

MOTION:

Regent Arenson 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.

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TEMPORARY CONSTRUCTION EASEMENTS TO THE CITY OF IOWA CITY FOR MELROSE AVENUE RECONSTRUCTION, PHASE II. The Board Office recommended the Board authorize assignment of a temporary construction easement to the City of Iowa City on behalf of the University of Iowa for Phase II of the Melrose Avenue Reconstruction project, subject to approval of the Executive Council of Iowa.

University officials requested approval to grant a temporary construction easement to the City of Iowa City for Phase II of the project which will include reconstruction of Melrose Avenue from the Pomerantz Family Pavilion east to the Boyd Law Building.

Phase II of the project, which is scheduled to begin this March, will include reconstruction of the street and construction of new sidewalks measuring eight feet wide on the north and four feet wide on the south.

The temporary construction easement will provide four separate parcels consisting of two strips of land approximately ten feet wide located along the north side of Melrose Avenue (11,434 square feet and 5,899.8 square feet) and two small parcels located along the south side of Melrose Avenue (320 square feet and 100 square feet).

The temporary construction easement will allow the contractor access to these areas for grading, reconstructing street intersections and driveways, and storing materials and equipment during construction.

The Phase II project is scheduled to be completed in August 1997.

The agreement was reviewed by the Attorney General's Office and was recommended for approval.

MOTION:

Regent Lande moved to authorize assignment of a temporary construction easement to the City of Iowa City on behalf of the University of Iowa for Phase II of the Melrose Avenue Reconstruction project, subject to approval of the Executive Council of Iowa. Regent Arenson 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.

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MOTION CARRIED UNANIMOUSLY.

MEETING OF THE IOWA STATE BOARD OF REGENTS AS THE BOARD OF TRUSTEES OF THE UNIVERSITY OF IOWA HOSPITALS AND CLINICS.

The Board Office recommended the Board (1) receive the report on the operations of the University of Iowa Hospitals and Clinics and (2) endorse the use of the name "Children's Hospital of Iowa" by University of Iowa Hospitals and Clinics to describe its comprehensive services for pediatric patients.

The Board of Regents in its role as the Trustees of the University of Iowa Hospitals and Clinics was provided a quarterly report on operations of the University of Iowa Hospitals and Clinics . The report included a quarterly update on University of Iowa Hospitals and Clinics operations, programs, and finances; managing value: Phase III - 1997-98 resource utilization; educational trust fund for Medicaid; and Children's Hospital of Iowa

The University of Iowa Hospitals and Clinics currently provides pediatric services as the Iowa Children's Health Care Center. University of Iowa Hospitals and Clinics officials requested approval to change this designation to the Children's Hospital of Iowa.

President Coleman and Director Howell each made introductory remarks.

Mr. Yerington reviewed the operating financial measures as of December 31, 1996. He said total net revenues increased 6.2 percent over the previous year to date. Managed care revenues have decreased. He noted that increasingly managed care organizations are demanding reduced payments for services. Appropriations increased 2.5 percent from last year to date. Interest expense increased 3597.7 percent due to changes in accounting principles. He said that as long as there is debt outstanding and buildings under construction, that number would be high. He noted that there was no substantive change in what UIHC is paying for interest -- about \$2 million per year. The current operating margin was 10.9 percent for the first 6 months of the fiscal year. He expects the operating margin for the year will be less than last year's 7.9 percent.

Regent Dorr asked if there was any possibility there would be contingent liability.

Mr. Yerington responded that there has been in the past. He was not aware of any but there was a concern when this was addressed before that it could be retroactive to October 1.

Mr. Yerington stated that the Regents had likely read in the media comments about UIHC's operating margin, UIHC's cash flow, and UIHC's cash and investments. He proceeded to address the cash flow and cash and investments. He said cash flow comes from the aggregate of operating margin, investment income and depreciation

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expense. University of Iowa Hospitals and Clinics has been successful in recovering depreciation from payors. Most of the major payor programs such as Blue Cross, Medicare and Medicaid do give some recognition for depreciation. It is those sources of funds that enable UIHC officials to invest in new facilities, to acquire and stay abreast of state-of-the-art technologies and services, and to develop networks to protect the patient referral base needed to support the mission. These funding sources provide the flexibility to accept reduced payments for services while maintaining the quality of services and the attractiveness of its facilities as they transition to a new level of productivity required by the competitive environment.

With regard to cash and investment balances, Mr. Yerington stated that UIHC officials have discussed with the Regents on previous occasions their judgment that they need 90 days of revenues uncommitted to meet the vicissitudes of the future in a managed care environment, particularly if it becomes a rapidly accelerating managed care environment. In taking a multi-year rather than a drastic approach to becoming more competitive, UIHC officials need to maintain and enhance its cash and investment balances. In reviewing a report from Moody's, the median cash and investment balances of AA-rated hospital bonds (of which the UIHC is one) was 207 days of revenues in cash and investments. Therefore, he said UIHC officials were being quite conservative in their approach.

Mr. Staley reviewed the operating statistics. With regard to patient census data, he compared admissions for the first 6 months of 1996-97 to the first six months of the four preceding fiscal years. He said the number of acute admissions was stable although it had dropped from the preceding three fiscal years. The decline in acute admissions reflected a change in the way beds are categorized at the UIHC, effective January 1995. There was a movement of some patients from acute care status to one of three other classifications. A number of those patients were moved into the admitted outpatient category, a category which increased substantially during the same time period. He said the average length of patient stay was declining. There continues to be increases in specialty inpatient care unit admissions. There also continues to be an increase in the case mix index of acute inpatients.

Mr. Staley provided an analysis of the Medicare case mix for the UIHC versus secondary level and all Iowa hospitals. The case mix for the University of Iowa Hospitals and Clinics is greater than for other hospitals in Iowa. He reviewed the patient census data for clinic visits, both at the UIHC and at the outreach clinics. With regard to managed care, he said the income from managed care programs has dropped while the managed care patient census has continued to grow. UIHC officials expect some continued decrease in the average reimbursement for managed care patients.

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Mr. Staley discussed the phased capital replacement plan. He noted that the UIHC was quite unique in the financing of its capital replacement program. In the last twenty years, there has been no state capital appropriations to the UIHC while the cost of capital projects totaled \$488,586,978 during that period. He contrasted those figures with what is seen in other Midwest teaching hospitals' capital programs.

President Newlin asked if the UIHC received any state capital appropriations prior to 1970. Mr. Staley responded that in the early-1920s \$2.2 million in state funds was provided as a match to a grant from the Rockefeller Foundation to create the main general hospital. Mr. Yerington said there might also have been some state capital funds provided to the UIHC in the 1950s.

Mr. Howell discussed resource utilization planning for 1997-98. He stated that in 1995 UIHC officials shared with the Board its strategic plan which recognizes changes occurring in the health care environment. He described the four stages of market evolution. At the time the strategic plan was formulated, Iowa City was the least developed market in the country. He described the planning efforts to continue the initiatives to manage value.

Mr. Staley presented the seven guiding principles for managing value and the guidelines for budgetary planning. This year clinical staff have been fully involved in resource planning. UIHC officials are using a bottom-up approach. He discussed the time line for the FY 1997-98 budget planning and development process.

Dr. Robert Reiter described the efforts to implement broad-based support for value management at University of Iowa Hospitals and Clinics.

Dr. Judith Ryan described the process by which teams brought substance to ideas and proposals for change.

Mr. Howell addressed the educational trust fund for Medicaid. He said the UIHC supported \$89 million in educationally-related costs in 1996-97, of which \$14.7 million was uncompensated. He discussed Medicaid funding of educationally-related costs and its importance to the University of Iowa Hospitals and Clinics. At the present time, the Iowa Medicaid program reimburses hospital providers for educationally-related costs through the direct medical education, indirect medical education and disproportionate share payment adjustments in the inpatient diagnostic related group prospective payment system. Medicaid also reimburses the UIHC for educationally-related costs through a direct medical education adjustment in the outpatient ambulatory patient groups prospective payment system. Because of federal funding participation in the Medicaid program, approximately 2/3 of the total cost is funded by

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the federal government and only 1/3 is borne by the state of Iowa through appropriation to the Iowa Department of Human Services.

The Regents were presented with a table which indicated the Medicaid payments by funding source to UIHC and to other statewide providers in FY 1995. By using the Medicaid program as a mechanism to fund these societal costs, the state of Iowa has eliminated \$9.1 million in FY 1995 funding needs for UIHC (\$10.3 million in FY 1998) and \$12.1 million in FY 1995 statewide (\$13.7 million in FY 1998) for an FY 1995 total of \$21.2 million (\$24 million in FY 1995) because of the federal participation in this program.

Director Howell stated that as Medicaid moves more toward managed care for Medicaid enrollees it puts into jeopardy the funding of educationally-related costs. He presented the proposed medical education trust fund for Regent consideration. The objectives are:

- To ensure fair and equitable treatment of providers with teaching programs.
- To maintain the needed medical education program infrastructure within Iowa.
- To minimize state funding needs for educationally-related costs.

Elements of the proposed medical education trust fund include:

- Educationally-related costs to continue to be reimbursed within the Iowa Medicaid Program utilizing federal matching dollars.
- Educationally-related costs reimbursement to be carved out of capitation payments to MCOs under the Medivision program.
- Educationally-related costs reimbursement to be distributed through the trust fund only to providers with educational programs.

Director Howell stated that the medical education trust fund program is supported by the Governor. During the last 6 months University of Iowa Hospitals and Clinics officials have been working closely with Department of Human Services officials to develop the program. He said there has been superb cooperation among representatives of the Department of Human Services, Governor's Office, UIHC, and the Board Office. They believe this trust fund would be the first of its kind in the country. He said the program

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does not require any action on the part of the Board of Regents. It is budget neutral. He stressed the importance of the initiative.

Regent Dorr asked if the proposed trust fund would be a singularly Iowa trust fund. Director Howell responded that it would be.

Mr. Howell stated that any overall reductions in the Medicaid program could impact the total availability of funds.

Regent Arenson asked whether the UIHC's initial budget reduction program that began two years ago was based on Medicare and Medicaid moving toward managed care. Director Howell responded affirmatively, noting that it was based on all payor entities moving toward managed care.

Regent Arenson asked whether UIHC officials believed that the march toward managed care at the federal level was going to happen. Mr. Howell said it was very clear that would be the eventual outcome although the timing was difficult to predict. As the social security trust fund becomes more challenged financially it becomes more critical. It is difficult to predict when the move to managed care will be completed but certainly within the next couple of years. The environment is not moving any more quickly than UIHC officials originally predicted.

Mr. Richey noted that the medical education trust fund was a part of the Regents legislative program. He said that in order to avoid problems in the budget of the University of Iowa Hospitals and Clinics and the merging of more funds for graduate medical education, the trust fund was treated as a budget issue. Dean Kelch, Director Howell and Mr. Richey appeared before the Governor in late-October and discussed this effort. The three Regent representatives also met on several occasions with the Director of the Iowa Department of Human Services. The Governor recommended approval of the medical education trust fund. The language of the bill is being monitored carefully by Regent legislative liaisons. He said the procedure this establishes in term of other payors is vital to future support of graduate medical education, not just immediate but also long term.

Director Howell introduced Dr. Frank Morriss, Dr. Edward Bell and Mrs. Amy O'Deen to present the recommendation to name the Children's Hospital of Iowa.

In their booklets, the Regents were provided with a narrative of background information on the proposed development of the Children's Hospital of Iowa, the mission of the Children's Hospital of Iowa and the plan of action.

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Dr. Morris reviewed the background information. The Children's Hospital of Iowa will emphasize program enhancements. UIHC officials were not asking to build new facilities.

Dr. Bell discussed the quality of programs for children at UIHC including neonatology and special care nurseries. He noted that they serve a sicker group of babies than in the past. He described the improving outcomes of premature infants at UIHC. Their smallest survivor weighed only 12 ounces. That child is now three years old and is doing very well. New developments in medical care at the University of Iowa Hospitals and Clinics include improved high-risk obstetrical care, artificial surfactant (keeps lungs from collapsing), high-frequency ventilation (reduces lung damage), inhaled nitric oxide (UIHC is the only hospital in Iowa to offer this life-saving therapy), and extracorporeal membrane oxygenation artificial heart/lung (UIHC is the only hospital in Iowa to offer this life-saving therapy).

Dr. Bell described new developments in family-centered care at the University of Iowa Hospitals and Clinics. Special care nurseries have award-winning programs and staff.

Mrs. O'Deen described the process by which the 15 clinical departments at the University of Iowa Hospitals and Clinics that are now serving children have come together to create the Children's Hospital of Iowa. This consolidation will allow the UIHC to meet the guidelines for National Association of Children's Hospital membership. She presented the UIHC's recommendation that the Board endorse the use of the name "Children's Hospital of Iowa" to describe its comprehensive services for pediatric patients.

President Coleman thanked UIHC officials for the presentation. She reminded everyone that University of Iowa students raised \$110,000 through a dance marathon for pediatric oncology. She expressed pride in the students and in the development of the Children's Hospital of Iowa.

Regent Dorr stated that he wholeheartedly endorsed and supported the recommendation. The logo was magnificent. He hopes that UIHC officials launch the Children's Hospital of Iowa in a truly magnificent way to the state of Iowa.

MOTION:

Regent Dorr moved to (1) receive the report on the operations of the University of Iowa Hospitals and Clinics and (2) endorse the use of the name "Children's Hospital of Iowa" by University of Iowa Hospitals and Clinics to describe its comprehensive services for pediatric patients. Regent Kennedy

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seconded the motion. MOTION CARRIED
UNANIMOUSLY.

SALE OF \$3,800,000 STUDENT HEALTH FACILITY REVENUE BONDS, SERIES SUI 1997. The Board Office recommended that the Board adopt the following resolutions:

(1) A Resolution providing for the sale and award of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, and approving and authorizing the agreement of such sale and award.

(2) A Resolution authorizing and providing for the issuance and securing the payment of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, for the purpose of defraying costs of renovating, expanding, improving and equipping the Westlawn Student Health Center located on the campus of The State University of Iowa, funding a reserve fund and paying the costs of issuance.

The proceeds from the proposed Student Health Facility Revenue bond issue are the primary source of funding for the Student Health Service Relocation. The size of the bond issue, including issuance costs and the debt service reserve, is \$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, net revenues of the Student Health Service and interest earnings from the debt service reserve fund of the bond issue will be applied to debt service obligations.

Bond Specifics

Average Maturity: 9.18 years
Bonds Dated: March 1, 1997
Interest Due: January 1 and July 1 commencing July 1, 1997
Principal Due: July 1, 1998-2012 inclusive
Optional Call: Bonds maturing on and after July 1, 2006 are callable
on any date on or after July 1, 2005 at par
Denomination: \$5,000 and integral multiples thereof

Ken Haynie of the Ahler's law firm, reported on the bids received for the sale of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997. He said three bids were received. The best bid was submitted by Piper Jaffray, Inc., in the amount of 4.71 percent. The other two bids were submitted in the amounts of 4.73 percent and

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4.78 percent. He said he had not seen interest rates quite this good since the spring of 1993. He recommended the Board of Regents accept the bid of Piper Jaffray, Inc.

MOTION:

Regent Kennedy moved to adopt the following resolutions: (1) A Resolution providing for the sale and award of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, and approving and authorizing the agreement of such sale and award. (2) A Resolution authorizing and providing for the issuance and securing the payment of \$3,800,000 Student Health Facility Revenue Bonds, Series S.U.I. 1997, for the purpose of defraying costs of renovating, expanding, improving and equipping the Westlawn Student Health Center located on the campus of The State University of Iowa, funding a reserve fund and paying the costs of issuance. 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.

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

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IOWA STATE UNIVERSITY

The following business pertaining to Iowa State University was transacted on Wednesday and Thursday, February 19 and 20, 1997.

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

Register of Personnel Transactions for January 1997 including 5 early retirements.

Provided for the Board's information were the following appointments at Iowa State University:

CHRISTOPHER AHOY, Associate Vice President for Facilities Planning and Management, effective March 1, 1997, at an annual salary of \$108,000.

DAVID ROEDERER, Interim Director of ISU Research Park, effective January 1, 1997, at an annual salary of \$80,200 until a permanent director is appointed.

MOTION: Regent Smith moved to approve the personnel transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

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

Cyclone Stadium--Football Practice Fields

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University officials requested permission to proceed with project planing and the selection of the project designer and construction manager to construct new football practices fields on the west side of the Cyclone Stadium complex. Funding for the project will be provided entirely from private giving and the Iowa State University Foundation and Athletic Department have launched a major fund raising campaign for the project.

The project will include construction of a natural turf practice field area and an artificial turf practice field area on the west side of Cyclone Stadium. The football program currently utilizes a grass field area on the east side of the stadium and a portion of the intramural field space across Elwood Drive adjacent to the stadium. Use of the intramural field conflicts with recreational uses and also presents safety concerns as the athletes must cross a major four lane street with heavy traffic to access the fields. The practice field just east of Cyclone Stadium is located in a flood plain and is subject to severe and repeated flooding during both the spring and fall. Since both of the two practice areas are adjacent to Elwood Drive, a major traffic artery into the university, there is no visual security for the practice sessions. The proposed area for the new practice fields is located away from the flood plain and will provide greater visual privacy.

To complete the natural turf area for use for fall 1997 football practice, construction must begin in early spring to allow the needed grow-in period for the grass surface. To meet this time schedule the university proposes utilization of a fast track project delivery method for the project with a designer/construction manager team. The designer, construction manager, and university will form a team to design the fields, divide the work into appropriate packages of material and labor, receive bids for each package, and manage all construction activities. This process is designed to maximize the quality of the finished project while at the same time minimizing time and construction costs.

University officials proposed to construct the practice fields using procedures similar to those used for the recently completed Jacobson Athletic Building and the Cyclone Stadium Turf Replacement projects which were constructed under an agreement with the Iowa State University Foundation, the university, and the Board of Regents. Under the proposed agreement for the practice fields the Foundation will possess ownership of the projects until completion of the construction. All contracts will be entered into by the ISU Foundation and project administration will be carried out by university staff. Title to the facilities will be transferred to the university upon completion. While the design work is underway the Foundation will complete the financing plan, to include gifts-in-kind. The project cost is currently estimated at \$1,250,000.

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PROJECT DESCRIPTIONS AND BUDGETS

Cyclone Stadium--Football Practice Fields

\$1,250,000

Source of Funds: ISU Foundation

Preliminary Budget

Contracts	\$ 700,000
Design Services	153,500
Construction Administration	50,000
University Services	7,000
Miscellaneous	5,000
Landscaping	37,500
Utility Extensions	120,000
Fixed Equipment	50,000
Telecommunications	2,000
Project Reserve	<u>125,000</u>
TOTAL	<u>\$ 1,250,000</u>

University officials requested approval of the project budget in the amount of \$1,250,000 to be funded by the ISU Foundation.

Telecommunications--Research Park, Phase 2--Raceway System

\$400,000

Source of Funds: Telecommunications Improvement and Extension Funds

Preliminary Budget

Contracts	\$ 300,000
Design Services	47,000
Construction Administration	6,000
Miscellaneous	1,000
Utility Extensions	3,000
Project Reserve	<u>43,000</u>
TOTAL	<u>\$ 400,000</u>

University officials requested approval of a project description and budget to provide telecommunication service to the expanding areas of the Iowa State University Research

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Park. The Research park is proceeding with expansion into the area south of Airport Road. The university currently provides telecommunications service to the existing Research Park buildings. This project will install a raceway system consisting of conduits and underground vaults to provide telecommunication service to support future Research Park development. The raceway system will be installed at the same time other infrastructure improvements are constructed.

Telecommunications--Outside Plant System--Phase 1

\$600,000

Source of Funds: Telecommunications Improvement and Extension Funds

Preliminary Budget

Contracts	\$ 475,000
Design Services	28,000
Construction Administration	9,000
University Services	3,000
Miscellaneous	1,000
Utility Extensions	3,000
Telecommunications	18,000
Project Reserve	<u>63,000</u>
 TOTAL	 <u>\$ 600,000</u>

University officials requested approval of a project description and budget in the amount of \$600,000 for Phase 1 of the project which will provide telecommunications service to the Administrative Services Facility Office Building. The project will include installation of single mode fiber and a combination of additional multimode fiber and copper cables. Installation will occur between Gilman Hall and Linden Hall via the new Administrative Services Facility Office Building and the General Services Building in existing underground raceways.

* * * * *

University officials presented three smaller 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.

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ARCHITECT/ENGINEER AGREEMENTS

Telecommunications--Research Park, Phase 2--Raceway System \$35,000
Fox Engineering Associates, Ames, Iowa

University officials requested approval to enter into an agreement with Fox Engineering Associates to provide engineering services for the project. The agreement provides for a fee of \$35,000, including reimbursables.

Telecommunications--Outside Plant System Upgrade--Phase 1 \$8,000
Brown Engineering Company, West Des Moines, Iowa

University officials requested approval to enter into an agreement with Brown Engineering Company to provide engineering services for the project. The agreement provides for a fee of \$8,000, including reimbursables.

Utilities--Electric System Improvements--FY 1997 \$6,000
Brown Engineering Company, West Des Moines, Iowa

University officials requested approval to enter into an agreement with Brown Engineering Company to provide engineering services for the project. The agreement provides for a fee of \$6,000, including reimbursables.

CONSTRUCTION CONTRACTS

Intensive Livestock Research and Instruction Facilities--Phase 1

Bids were received for the following construction contracts on December 10, 1996. On January 15, 1997, the Executive Director authorized the university to reject the bids and reevaluate and re-bid the contracts at a future date.

Bid Package #19--Ceramic and Terrazzo
Reject Bid

One bid was received which exceeded the engineering estimate by approximately 165 percent.

Bid Package #24--Resin Composition Flooring
Reject Bids

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Two bids were received which exceeded the engineering estimate by at least 28 percent.

College of Veterinary Medicine--Diagnostic Lab Renovation \$339,136
Award to: Harold Pike Construction Company, Ames, Iowa
(8 bids received)

Intensive Livestock Research and Instruction Facilities--Phase 1

Bid Package #13--Metal Roofing/Flashing \$90,436
Award to: JWD Sheet Metal L.L.C., Ottumwa, Iowa
(2 bids received)

Bid Package #18--Flooring, Vinyl, Carpet \$82,985
Award to: Commercial Flooring Company, Dubuque, Iowa
(4 bids received)

Bid Package #21--Coiling Doors \$119,850
Award to: Skold Door and Floor Company, Des Moines, Iowa
(1 bid received)

FINAL REPORTS

Carrie Chapman Catt Hall Remodeling \$4,845,202.79

Athletic Office and Training Facility--Steam Service \$450,995.67

Curtiss Hall--Brenton Center \$1,362,653.17

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

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

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University officials requested approval to enter into a new lease as lessor with the Iowa State University Foundation for its use of the west stands area of Cyclone Stadium for the Stadium Pressbox project.

University officials requested approval to enter into a new lease as lessor with MidAmerica Networking for its use of 187 square feet of business incubator space located at the ISU Research Park at the rate of \$235 per month (\$15.08 per square foot, \$2,820 per year) for a six-month period.

MOTION: Regent Arenson 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.

NAMING OF THE PHYSICAL EDUCATION BUILDING AS THE BARBARA E. FORKER BUILDING. The Board Office recommended the Board approve the naming of the Physical Education Building the Barbara E. Forker Building.

Iowa State University officials requested approval to name the Physical Education Building the Barbara E. Forker building in honor of Barbara Forker who has served Iowa State University as head of the Department of Physical Education and retired from the university in 1986.

Dr. Forker provided exemplary service both to the university and nationally during her years as a member and head of the Department of Physical Education.

Through Dr. Forker's leadership, Iowa State University is one of the leading models for combining and unifying men's and women's physical education.

During the 1970s and early 1980s Dr. Forker was one of the nation's outstanding women leaders in the area of health and human performance.

Dr. Forker was appointed by President Ford to the Blue Ribbon Commission examining our nation's participation in the Olympic movement and was appointed to the U.S. Olympic Committee.

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Dr. Forker provided national leadership to the growing field of intercollegiate athletics for women.

In recognition of these, and numerous other awards from both the Iowa State University and the nation, Iowa State University officials asked that the proposal to name the Physical Education Building as the Barbara E. Forker Building be approved.

MOTION: Regent Tyrrell moved to approve the naming of the Physical Education Building the Barbara E. Forker Building. Regent Arenson seconded the motion.
MOTION CARRIED UNANIMOUSLY.

NAMING OF THE MAIN DRIVE COMING OFF OF SOUTH 16TH STREET LEADING TO THE COLLEGE OF VETERINARY MEDICINE AS THE CHRISTENSEN DRIVE.

The Board Office recommended the Board approve the naming of the main drive coming off of South 16th Street leading to the College of Veterinary Medicine as Christensen Drive.

Iowa State University officials requested approval to name the main drive off of South 16th Street leading to the College of Veterinary Medicine as Christensen Drive in honor of Dr. George C. Christensen who served as Dean of the College of Veterinary Medicine in 1963, and in 1965 was selected as Vice President for Academic Affairs.

During his twenty-two years as a Vice President for Academic Affairs, Dr. Christensen offered many positive contributions and had an immense impact on the academic growth, development and stature of the university.

Dr. Christensen was directly involved with developing and implementing plans leading to the establishment of the Colleges of Education, Design and Business Administration and initiated the combining of Physical Education for Men and Women into a single Physical Education Department in the College of Education.

Based on his national and international stature in higher education, Dr. Christensen had affiliations with many prestigious organizations where he provided leadership and active involvement.

In recognition of the leadership and numerous contributions Dr. Christensen offered Iowa State University, university officials requested approval to name the main drive off South 16th Street leading to the College of Medicine, Christensen Drive be approved.

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MOTION: Regent Tyrrell moved to approve the naming of the main drive coming off of South 16th Street leading to the College of Veterinary Medicine as Christensen Drive. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

RENAMING OF ISU FOOTBALL STADIUM. The Board Office recommended the Board approve naming the football stadium at Iowa State University as the Jack Trice Stadium.

Iowa State University officials requested approval to rename the Cyclone Stadium/Jack Trice Field as Jack Trice Stadium.

In 1976, the Board approved the naming of the new stadium "Cyclone Stadium and Jack Trice Field". At that time there was interest expressed to name the new stadium Jack Trice Stadium.

Jack Trice was Iowa State University's first African American student athlete. He died in 1923 as a result of injuries sustained in only his second varsity football game.

Iowa State's Student Government (GSB) passed a resolution last spring urging the Iowa State University administration to name the stadium for Trice.

A committee, chaired by Patricia Swan, Vice Provost for Research and Graduate Dean, recommended the proposed renaming and noted:

"we make this recommendation because we have been persuaded that the story of this young man, who set high ideals for himself and did his best to live up to those ideals, has been and continues to be an inspiration to our students, the university community in general, and to the people across the country who learn of it. We believe that renaming the stadium for him...will afford more opportunities to tell his story and for others to be inspired by it."

In recognition of the qualities, dedication, commitment, and enthusiasm of this student athlete whose life was cut short, and who has become a hero to many for what he represents, university officials requested that the Cyclone Stadium/Jack Trice Field be renamed to Jack Trice Stadium.

President Jischke stated that the university recommendation recognizes someone whose connection with Iowa State University was for a far too brief period of time. His contribution cannot be measured in the number of years served, the number of

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positions held, not even in the number of yards gained on the football field. He said Jack Trice played in only two varsity football games for Iowa State University but his story is one of the most powerful and has become one of the most inspirational in all of Iowa State University history. Jack Trice was a pioneer. He was the first African American student-athlete at Iowa State University. He is the only Iowa State student-athlete to die as a result of injuries sustained on the field of competition.

President Jischke stated that it was Jack Trice's outstanding character and especially his commitment to giving his all to something he believed in that makes his contribution to Iowa State University so extraordinary. The night before what would be his last game he wrote a letter to himself. It read: "My thoughts just before the first real college game of my life. The honor of my race, family and self are at stake. Everyone is expecting me to do big things. I will. My whole body and soul are to be thrown recklessly about on the field tomorrow. Every time the ball is snapped I will be trying to do more than my part. On all defensive plays I must break through the opponent's line and stop the play in their territory. Beware of missed interference. Fight low with your eyes open and toward the play. Roll block the interference. Watch out for cross bucks and reverse end runs. Be on your toes every minute if you expect to make good."

President Jischke said Jack Trice has come to symbolize many ideals that are important to Iowa State University. Ideals of devotion to team, courage and dedication; giving one's all in the land grant ideals of inclusiveness, access and making the most of an opportunity. He has become a hero and a legend not so much for what he accomplished, because his life was cut short, but for what he represents.

President Jischke discussed the widespread support for the recommendation. There were unanimous resolutions from two GSB senates and presidents; 85 percent support from student-athletes; overwhelming support from faculty, staff and students; and, from a majority of alumni who participated in an electronic poll on the World Wide Web. He described a conversation he had with a friend and classmate of Jack Trice's. The individual strongly supported the renaming of the football stadium.

President Jischke stated that there are very few opportunities to make a statement like this about heroic qualities and their recognition. He believes this is an opportunity for Iowa State University to do so.

MOTION:

Regent Arenson moved to approve naming the football stadium at Iowa State University as the Jack Trice Stadium. Regent Smith seconded the motion.

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Regent Pellett stated that she had received a number of calls objecting to renaming the stadium, more calls than on any other issue other than the sale of WOI-TV. She said the objections were not because of Jack Trice himself nor were they racial. Changing the name removes some of the ownership that alumnus feel toward the stadium. She said the stadium was built on selling seat-by-seat which her family participated in. Alumni feel that taking away the name Cyclone Stadium removes some of that sense of ownership. She does not believe there are as many people in favor of the recommendation as the Regents might be led to believe. She does not believe the student body is totally in favor of it according to a straw poll that she took.

Regent Pellett said there is more opposition than the Regents might have thought. Some people thought this issue was over; the field was named Jack Trice Field and the stadium was going to remain Cyclone Stadium. She questioned whether there might be a lack of sincerity since the decision on naming the field and stadium took place in the 1970s and whether this proposal amounted to renegeing on those agreements. She said those are some of the comments that have been made to her.

Regent Tyrrell stated that he had received similar calls. It was his understanding that the concern of alumni, as Regent Pellett mentioned, was the ownership issue; that the Cyclone identified with everybody. The field was named after Jack Trice and the stadium still belonged to everyone. He said he has struggled with trying to determine what is best for Iowa State University in this situation.

Regent Dorr stated that he had received several telephone calls expressing the same concerns and fundamentally the same opposition as was expressed to other Regents. He has received no calls in support of it. Therefore, he believes there is less than really strong support for this particular change.

Regent Kennedy stated that she received one call from a person who was in support of changing the name of the stadium. This individual, an Iowa State University graduate in the 1970s, expressed gratitude that the name change was finally going to happen.

Regent Lande stated that he had received several calls about this issue. He presumed that those who he was unable to return calls to were calling because they were in opposition to the recommendation. He said he was persuaded by President Jischke's evidence of support for the recommendation. He checked with people he knows who are Iowa State University alumni. In his anecdotal evidence survey, they were all very supportive of the university's recommendation.

Regent Arenson stated that he had received a few telephone calls and letters, also. He said he personally thinks it is a great move although it might be 30 or 40 years late in

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coming. He believes it is very significant for this state and it is significant for the university to rename the stadium for Jack Trice.

VOTE ON THE MOTION: Motion carried 7 to 2 with Regents Dorr and Pellett voting "no".

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

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UNIVERSITY OF NORTHERN IOWA

The following business pertaining to the University of Northern Iowa was transacted on Wednesday and Thursday, February 19 and 20, 1997.

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

Register of Personnel Transactions for November and December 1996.

MOTION: Regent Smith moved to approve the personnel transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

PRESENTATION AND APPROVAL OF UNI STRATEGIC PLAN. The Board Office recommended the Board (1) receive the report and approve the new strategic plan; and (2) request that the University of Northern Iowa develop more specific benchmarks for each of the goals, subgoals, and strategies in its plan and report these to the Board in advance of the Board's next annual review of institutional budgets.

The University of Northern Iowa's plan is premised on a collaborative, cooperative model of a university community. The strategic planning process had diverse representation from the campus community and actively sought the advice and counsel of colleagues throughout the planning sequence.

The major elements of the plan were developed after consideration of the university's environment, both internal and external, and an assessment of the values that are the guiding principles for the vision, mission and goals.

The plan is portrayed as dynamic and evolving rather than static or fixed. As circumstances change, corresponding changes in the plan can be anticipated.

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The strategic plan is the declared foundation upon which the University of Northern Iowa budget will be constructed. The university's budget cycle will include evaluation of activities linked to implementing the plan.

Colleges and departments, both academic and administrative, will be responsible for creating operational plans that implement and support the strategic plan.

Values and Vision Statements

The University of Northern Iowa strategic plan articulates five values that are to be shared by all members of the university community. These common values are (1) intellectual vitality; (2) intellectual and academic freedom, dialogue, and the free exchange of ideas; (3) excellence in all of its endeavors; (4) an ethical, caring, and diverse community; and (5) individual well-being.

The University of Northern Iowa strategic plan contains a vision statement that describes an ideal toward which the university aspires. The university's vision of itself is characterized by a nurturing environment, intellectual vitality, a commitment to excellence, continuous improvement, national recognition, innovation, educational quality, a student-centered focus, scholarship, a faculty of teacher-scholars, and service beyond the campus

Mission Statement

The University of Northern Iowa has adopted a new institutional mission statement. It establishes undergraduate education as the university's primary emphasis. That contrasts to the University of Northern Iowa's previous mission statement, which proclaimed an equal emphasis on teaching, research, and service. The old and new missions are stated below.

OLD MISSION STATEMENT (1989)

The University of Northern Iowa, a public institution of higher learning, embraces a tripartite mission of teaching, research, and professional service.

To fulfill this mission and attain greater educational distinction, the University is

committed to maintaining its historical emphases on instructional excellence and faculty/student interaction; on promoting faculty development through research, creative activity, and continuing scholarship; and on serving the citizens of Iowa and the nation through appropriate professional activities. In seeking to create, preserve, and disseminate knowledge,

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the University is committed to providing an optimal level of learning opportunities for the intellectual development of its students, faculty and staff.

The University of Northern Iowa offers a broad range of degree programs and educational opportunities at the undergraduate and master's levels, and advanced study in selected practitioner-oriented doctoral programs. These academic degree programs are complemented by a range of continuing and non-traditional educational opportunities, both on and off campus.

Above all, the pursuit of excellence and distinction in all University programs and activities is critical to fulfilling the University's public responsibilities for the development of an educated and productive Iowa citizenry and for providing leadership and service to the nation and the world.

NEW MISSION STATEMENT (1997)

The University of Northern Iowa is Iowa's only public university that is distinguished by its emphasis on undergraduate education.

The University contributes to the development of students by providing a diverse, dynamic learning environment characterized by excellence in teaching.

The University supports exemplary undergraduate programs founded on a strong liberal arts curriculum and offers master's and selected doctoral programs that contribute to the intellectual vitality of the academic community.

The University increases knowledge and promotes student growth through scholarship and service, and shares its expertise with individuals, communities, and organizations.

Goals

The strategic plan identifies four goal areas. These are (1) intellectual vitality, (2) community, (3) resources, and (4) external relations.

Within each of these areas the plan identifies major subgoals [objectives] that clarify the ways in which the university will address its four goals. These are listed in the chart below.

Goal Area 1: Create and maintain an intellectually demanding and stimulating environment for all members of the University community.
--

<i>Provide curricula and related learning activities that generate intellectual vitality in all University offerings.</i>

<i>Sustain and reward teaching and scholarship.</i>

<i>Extend University expertise to serve the needs of Iowa and beyond, as resources become available.</i>
--

Goal Area 2: Promote a sense of community within the University.

<i>Promote a sense of identity and a culture of collegiality, professionalism, and mutual respect.</i>
--

<i>Create and nurture a diverse community within the University.</i>
--

<i>Improve University governance and decision making.</i>

<i>Ensure that all members of the UNI community have the opportunity to enhance their well-being.</i>

Goal Area 3: Effectively manage internal resources and aggressively seek external resources to support University programs and aspirations.
--

<i>Enhance the quality and productivity of UNI faculty and staff.</i>

<i>Optimize the acquisition and utilization of University resources.</i>
--

<i>Provide a physical environment which supports the activities of the University.</i>
--

<i>Ensure that useful information is easily accessible, accurate, and widely shared.</i>
--

Goal Area 4: Develop appreciation and support for the values, programs, and services of the University.

- *Create a coordinated, comprehensive, and consistent communications effort that enhances the awareness and image of the University.*
- *Pursue and strengthen mutually beneficial relationships with external constituencies.*
- *Focus on the value of a UNI education in building a compelling case for public and private support.*

For each of the subgoals listed above, the plan provides a number of strategies to help achieve objectives. These add further refinement and direction to the strategic plan.

The goals and subgoals of the University of Northern Iowa plan appear to coincide well with the goals and objectives of the Board, as expressed in its strategic plan and recent revisions.

The introduction to the University of Northern Iowa strategic plan specifies that colleges and departments, both academic and administrative, will be responsible for creating operational plans that implement the strategic plan. The plan in its present form contains virtually no benchmarks by which to measure progress toward achieving the plan's goals.

This absence of more clearly defined benchmarks or quantitative targets will make it difficult for the Board to determine the university's level of success in fulfilling its strategic plan.

It is anticipated that in its next report to the Board the University of Northern Iowa will be able to provide more precisely targeted benchmarks that will help measure progress toward achieving its strategic planning goals. Additional information on budget planning and internal reallocation of resources will further illustrate the commitment of the university in implementing its strategic plan.

President Koob suggested the Regents think of the institution as a person, made up of complex sets of parts, every part as important as every other part. He said that every day he learns something new and interesting about the University of Northern Iowa. A year ago he discussed the strategic plan with the Regents. Those elements which were presented a year ago are fully purchased by the campus at large. Only one value has changed from what was presented last year. University officials added the value of intellectual and academic freedom. He stated that neither the vision or mission had changed significantly from what was presented last year. The fact that the vision,

values and mission have not changed much does not mean they will not change. University officials expect this to be a dynamic process.

President Koob described the strategic planning session held on campus in January. With regard to the idea that the university community wants the University of Northern Iowa to be the best, he said it may already be the best. University officials have been unable to find a model against which to judge the university; they were unable to locate an institution about which could be said they were doing better than what was being done at the University of Northern Iowa. He said the U.S. News and World Report identified five institutions in the nation that were similar to the University of Northern Iowa. Of those five, the University of Northern Iowa ranked the highest in terms of overall academic quality. He said the university is unique in Iowa.

President Koob proceeded to describe the individual goals. He stated that university officials want the university to continuously improve even if the university is already the best. He described definitions for success as well as benchmarks, targets and performance indicators. With regard to the goal for intellectual vitality, he discussed the value of learning outside of the classroom. With regard to external services, he discussed how the university contributes to the resolution of pervasive social issues. Examples of such were the personal wellness of Iowa citizens and responding to Iowa's aging population. He said university officials want the University of Northern Iowa to become the benchmark for comparable universities.

Mr. Richey suggested the university docket soon the issue of the qualities of an educated person, as was discussed by President Koob during this presentation. He asked if that could be on the agenda when the Board meets at the University of Northern Iowa in April.

President Koob said he would prefer to wait until after there has been discussion with the off-campus leadership team. University officials could share with the Regents a progress report but it would reflect only internal thinking.

President Newlin suggested that University of Northern Iowa officials plan to make a presentation on the qualities of an educated person in July.

President Newlin expressed appreciation to President Koob for the presentation. He asked when the Board would receive the action steps.

President Koob said he assumed from the absence of questions that the Regents were supportive of the approach taken regarding performance indicators and targets. If the Regents are comfortable with those, university officials will extract them from this presentation and submit them to the Board members in written form within a couple of

days. At the same time, university officials will begin the same process as was done with the strategic plan draft submitted to the Board last February. The document will be released to the campus and fully consulted by all constituencies. He hoped to come back to the Board next year and report that there was as much support for this document as there was for the original plan.

President Newlin asked how the Regents are going to know how the institution has done against its targets or its benchmarks in the interim. President Koob responded that university officials will begin collecting the data and will provide the Regents at the next reporting stage with information on how they have done.

President Newlin asked if the Regents were to assume that the targets proposed today were the ones the university is going to use. President Koob said that would be a correct assumption up until the time the Regents are told differently.

ACTION: President Newlin stated the Board, by general consent, (1) received the report and approve the new strategic plan; and (2) requested that the University of Northern Iowa develop more specific benchmarks for each of the goals, subgoals, and strategies in its plan and report these to the Board in advance of the Board's next annual review of institutional budgets.

NAMING OF PERFORMING ARTS CENTER. The Board Office recommended the Board approve the naming of the new Performing Arts Center and School of Music Classroom Building at the University of Northern Iowa the Gallagher-Bluedorn Performing Arts Center.

University of Northern Iowa officials requested approval to name the new Performing Arts Center/School of Music Classroom Building in honor of two philanthropic couples from the Waterloo/Cedar Falls area. The facility is to be named the Gallagher-Bluedorn Performing Arts Center.

Edward Gallagher is the senior partner in the Waterloo law firm of Gallagher, Langlas & Gallagher and a lifelong resident of Waterloo. Gallagher serves as a member of the UNI Foundation Board of Trustees and co-chaired the Cedar Valley Major Gifts portion of the university's "Leading, Building, Sharing" Campaign, the centerpiece of which was the Performing Arts Center.

Cathy Gallagher is a 1977 graduate of the University of Northern Iowa and both Gallaghers have been active in a number of local organizations.

Carl Bluedorn is past President and Chairman of the board at Zeidlers, Inc., of Waterloo and has been honored as Waterloo's Citizen of the Year. Mr. Bluedorn's civic activities include the Waterloo Chamber of Commerce, Cedar Valley United Way, Black Hawk Civic Committee and other local civic organizations.

Peggy Bluedorn was active in the Hawkeye Chapter of the American Red Cross for many years.

In recognition of these and other contributions to the university and the metropolitan area, university officials recommended that the new Performing Arts Center/Music Classroom Building be named the Gallagher-Bluedorn Performing Arts Center.

MOTION: Regent Dorr moved to approve the naming of the new Performing Arts Center and School of Music Classroom Building at the University of Northern Iowa the Gallagher-Bluedorn Performing Arts Center. Regent Mahood seconded the motion. MOTION CARRIED UNANIMOUSLY.

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

APPROVAL OF PROGRAM STATEMENTS AND DESIGN DOCUMENTS

UNI-Dome Roof Replacement/Improvements--Phase III

Representatives from the university and Light Structures Design Consultants reviewed the schematic design with the Regents.

The consultants outlined three roof alternatives for the UNI-Dome. These alternatives include the "base scheme" which is an all-steel system consisting of a grid of intersecting steel arches (Scheme #1). The remaining two alternatives are a variation of the base scheme with the steel arches removed from the central section. This allows alternatives for the central area including a skylight consisting of fabric tensioned over steel arches (Scheme #2A) or a skylight consisting of an aluminum-framed geodesic dome (Scheme #2B). Based on review of the three systems, university officials recommended approval to proceed with Scheme #2A using a translucent fabric in the center area. Approximately twenty-five percent of the roof area would be fabric. This fabric portion has a conservative life expectancy of 30 years. Since the fabric is of an improved quality and there will be no tension on it, it is expected that this portion of the roof will last longer than 30 years.

Schemes #2A and #2B are preferable over Scheme #1 because the overall weight of the main roof is less and the construction process is less complicated, resulting in lower construction costs. Scheme #2A, with the tensioned fabric center dome, offers the lowest construction cost. The estimated cost of \$8,035,000 for Scheme #2A is approximately \$80,000 less than Scheme #2B and approximately \$260,000 less than Scheme #1. Scheme #2A also has the lowest life-cycle cost.

Scheme #2A also provides the option of translucent or opaque fabric for the center section. Construction costs for each fabric are almost identical if no daylight is required. However, when daylight is considered, the translucent fabric is more economical. The recommended design includes a translucent fabric center which will create a space most similar to the existing dome since the presence of daylight is an essential feature.

Scheme #2A also offers the most cost-effective choice for operation of the dome. Since this design retains the presence of daylight, it also adds to the energy efficiency of the facility by lowering its lighting requirements. Energy costs for both Scheme #1 and Scheme #2B are estimated at approximately \$159,000 per year. Annual energy costs for Scheme #2A are estimated at \$146,800, a comparative savings of \$12,000.

The recommended roof design would require no mechanical support systems. In addition, the roof would be capable of safely carrying full design snow and wind loads and would require no snow removal.

University officials do not anticipate the roof design to change to any significant degree. University officials requested approval to waive further design reviews. Should significant design changes become necessary, they will request another opportunity to present the plans.

A detailed plan of finance for the roof will be presented to the Banking Committee at its March 1997 meeting.

Director Mikkelsen reviewed the history of this project since the roof deflation in 1994. He said university officials were now looking for a permanent solution. The recommended design would not be reliant upon mechanical systems nor would it be air supported.

Horst Berger of Light Structures Design Consultants said the consultants recommended replacing the current roof system with a structurally-supported roof. The roof would be converted from compression ring to a tension ring. The existing air-supported roof would be removed, probably in the fall of 1997. He reviewed the three roof options that were designed by the consultants. The replacement roof would be expected to last at

least 40 to 50 years with normal maintenance. He presented cost comparisons for the preliminary roof schemes.

Regent Arenson asked university officials about the importance of having light from the roof in the arena. Vice President Conner responded that university officials did some surveys of the primary users. One of the benefits of the current roof structure is the natural lighting that occurs in the facility. He has visited two other facilities that do not have natural lighting inside and they look like barns.

Mr. Berger noted that there were inherent energy savings with a translucent material because of the lower lighting costs.

Regent Arenson asked if there was as much light in the proposed roof system as in the current roof system. Mr. Berger responded that it would be very close.

Vice President Conner stated that in each of the four corners of the current roof system is a snow melt system. The system allows for heat to be blown between the liner and the roof to melt the snow. In each of those areas there is a reduction of direct lighting.

Regent Arenson asked if the angle of the proposed new roof was steep enough to handle the snow. Mr. Berger responded that the roof system fabric would be designed to sustain the worst of snow accumulations.

Vice President Conner stated that the key difference between the proposal and the existing fabric is that the existing fabric is not supported. It is a floating roof which moves up and down. The proposed new roof will be tied down and snow will slide off of it.

Mr. Berger noted that the Denver airport terminal consisted of the same roof material as was proposed here.

Mr. Richey questioned whether university officials had looked at the risk management issues relative to the roof design. Vice President Conner responded that the indications were that the university might incur a risk management cost reduction since it will not be an air-supported roof system. There could be an insurance cost decrease.

Mr. Richey said his question related to the difference in premiums for the various proposed designs. Vice President Conner responded that university officials did not ask those kinds of questions. Mr. Berger said the difference in risk was minimal.

Regent Arenson asked if the conversion from compression ring to tension ring was experimental. Mr. Berger responded that it was not experimental.

Regent Arenson asked if others have done a similar conversion. Mr. Berger responded that no, others had not done similar conversions. Three other studies were underway. Many others are looking at replacing their air-supported roof systems . He said the technology is very common.

President Newlin asked if the proposal was for a hybrid system or was this system installed elsewhere. Mr. Berger responded that there are versions of this system but not in a retrofitting situation.

President Newlin asked where the other versions are. Mr. Berger responded that one was in North Carolina. There was a small version of it at the Carver Hawkeye Arena. He said he could supply a list. He assured the Regents that this was not the first one although it was the first with the retrofitting feature. There are new facilities that have similar fabric.

Regent Arenson asked who conducted the studies on retrofitting. Mr. Berger responded that his firm had conducted three studies. There may be others that he was not aware of. The studies they have done were for the University of Syracuse, the University of South Dakota, and the Metrodome. They are all coming around to the same conclusion as were the Regents -- that they would like to replace the air-supported roof system.

Regent Arenson asked if there was any damage to the cable system when the roof collapsed. Mr. Berger said no, the damage was only to the fabric when it pulled away from the ring. He stated that the existing concrete rings will support the new system.

Regent Mahood asked when construction would begin. Mr. Berger responded that the ring work would take place in late-summer or early-fall so that it will be completed before the existing roof is removed in the spring of 1998. The roof will be exposed for several months. The facility is expected to reopen by the end of August 1998.

MOTION: Regent Dorr moved to approve the recommendation to proceed with Scheme #2A using a translucent fabric in the center area of the UNI-Dome roof. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

ARCHITECT/ENGINEER AGREEMENTS

Baker Hall--Exterior and Electrical Repairs
Wehner Pattschull and Pfiffner, Iowa City, IA

Amendment #1 \$8,200

University officials requested approval of Amendment #1 in the amount of \$8,200 to the agreement with Wehner Pattschull and Pfiffner. The amendment will provide design services for additional exterior repairs including replacement of the South Porch windows. The amendment will also provide design services for rebuilding a portion of the south masonry wall which was found to be structurally unsound.

Amendment #1 will not result in an increase in the total project budget.

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

FCC REQUEST. The Board Office recommended the Board approve the request from the University of Northern Iowa to submit an application to the Federal Communications Commission (FCC) to build an FM repeater transmitter at Sherrill, Iowa.

University of Northern Iowa officials requested permission to submit an application to the Federal Communications Commission (FCC) to build an FM repeater transmitter at Sherrill, Iowa, on an existing tower. Sherrill, Iowa, is located north of Dubuque on the Mississippi River.

The power of the proposed facility would be 810 watts. The station will provide a primary service to an area of Iowa which does not now have such service.

If approved by the FCC, the transmitter will be built primarily with non-state funds at an estimated cost of \$25,000.

Radio station officials at the University of Iowa and Iowa State University were contacted and indicated that they had no objections to this project.

Regent Lande stated that in Muscatine he can receive 4 to 5 public radio stations. He said there seemed to be a large amount of public radio coverage in that area.

Doug Vernier, manager of KUNI radio, stated that the KUNI repeater station in the Quad-Cities operates at about 200 watts. He said the translators operating at very low power are considered secondary services. There is a potential that those services might be lost due to activity by primary stations. As a result, KUNI has had to move its frequency in the Quad-Cities three times to avoid having to go off the air. The potential still remains for that to happen. He said the proposal in Sherrill would be for a fairly low power but for a permanent license.

Regent Lande again expressed concern about the amount of coverage by public radio and the ongoing costs involved. He asked to be provided with information on the overall costs.

President Newlin noted that the Regents receive a biennial report on public radio stations. He then asked for a special report to be provided to address Regent Lande's concerns.

MOTION: Regent Arenson moved to approve the request from the University of Northern Iowa to submit an application to the Federal Communications Commission (FCC) to build an FM repeater transmitter at Sherrill, Iowa. Regent Mahood 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 Wednesday and Thursday, February 19 and 20, 1997.

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

Register of Personnel Transactions for Iowa School for the Deaf for January 1997.

MOTION:

Regent Smith moved to approve the personnel transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

REQUEST FOR APPROVAL OF GRADUATION REQUIREMENTS. The Board Office recommended the Board approve changes in graduation requirements for students at the Iowa School for the Deaf.

Lewis Central Community School District, the cooperating district with the Iowa School for the Deaf for mainstreaming students, advised school officials that Lewis Central would be changing its high school class structure from an eight class period day to a six class period day.

High school faculty at Iowa School for the Deaf worked for a year to prepare the school's curriculum to fit a new instructional schedule that would accommodate Lewis Central's proposed change.

In conjunction with the schedule change, the faculty examined the graduation requirements for the school. The faculty of the school created a basic plan for graduation which allows the Individualized Education Plans and Individualized Transition Plans of students to be included in determining the requirements that a student must complete to receive a diploma from the Iowa School for the Deaf.

In the basic plan, a student must earn a minimum of 22 units of credit:

Language Arts	4
Mathematics	3
Science	1
Social science	1
PE/Health	1
Vocational/Career Education	1
<u>Electives</u>	<u>10</u>
Total	22

The revised graduation requirements were reviewed by the Iowa School for the Deaf Advisory Committee, which recommended adoption of these requirements to the Board of Regents.

MOTION: Regent Mahood moved to approve changes in graduation requirements for students at the Iowa School for the Deaf. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

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

PROJECT DESCRIPTIONS AND BUDGETS

High School Plaza Reconstruction--Phase II \$45,000
Source of Funds: FY 1997 Building Repair Funds

School officials requested approval of a project description and budget to repair the entrance plaza and two flights of steps to the high school. This is the second phase of a three phase project to repair and restore the grand staircase leading to the high school building. The project will be coordinated through Iowa State University.

Careers Center--Board Room \$20,000
Source of Funds: FY 1997 Building Repair Funds

School officials requested approval of a project description and budget to install a new HVAC system for the Careers Center Board Room. The project will also include replacement of the acoustical ceiling system and the installation of energy-efficient lighting. The project will be coordinated through Iowa State University.

MOTION: Regent Pellett moved that the Register of Capital Improvement Business Transactions for the Iowa School for the Deaf be approved. Regent Arenson seconded the motion. MOTION CARRIED UNANIMOUSLY.

REQUEST FOR APPROVAL OF FARM LEASE. The Board Office recommended the Board approve the lease, as presented.

School officials requested approval to renew its crop share farm lease as owner with Keith Husz for his use of 68 acres of farm land located in Pottawattamie County, Iowa.

MOTION: Regent Arenson 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 the Iowa School for the Deaf. There were none.

IOWA BRAILLE AND SIGHT SAVING SCHOOL

The following business pertaining to Iowa Braille and Sight Saving School was transacted on Wednesday and Thursday, February 19 and 20, 1997.

Superintendent Thurman stated that he had sent to the Board members notification of the passing of Ms. Loretta Rice who was a teacher at Iowa Braille and Sight Saving School from 1927 to 1972. She was a teacher of mathematics for 45 years. He said that two weeks ago the school also noted the passing of Miss Phyllis Nesbitt. She had been a music teacher at Iowa Braille and Sight Saving School from 1952 to 1992. Between those two women, there were 85 years of service to blind children in this state.

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

Registers of Personnel Transactions for December 15, 1996, to January 25, 1997.

MOTION: Regent Smith moved to approve the personnel transactions, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

REGISTER OF CAPITAL IMPROVEMENT BUSINESS TRANSACTIONS. The Board Office recommended that the Register of Capital Improvement Business Transactions for the Iowa Braille and Sight Saving School be approved.

CONSTRUCTION CONTRACTS

<u>Iowa Braille and Sight Saving School--Bowling Alley Roof Replacement</u>	<u>\$14,988.00</u>
Award to: T and K Roofing and Sheet Metal, Ely, Iowa (3 bids received)	

ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

Iowa Braille and Sight Saving School--Telephone Replacement
Norstan Communications, Des Moines, Iowa

FINAL REPORTS

Iowa Braille and Sight Saving School--Telephone Replacement \$99,163.28

MOTION: Regent Smith moved that the Register of Capital Improvement Business Transactions for the Iowa Braille and Sight Saving School be approved, as presented. Regent Mahood seconded the motion. 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.

ADJOURNMENT.

The meeting of the State Board of Regents adjourned at 12:18 p.m., on Thursday, February 20, 1997.

R. Wayne Richey
Executive Director