

The State Board of Regents met on Wednesday and Thursday, January 15 and 16, 1997, at University Park Holiday Inn, West Des Moines, Iowa. The following were in attendance:

	<u>January 15</u>	<u>January 16</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	All sessions
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	Excused
Deputy Executive Director Barak	All sessions	Excused
Administrative Assistant Carter	All sessions	All sessions
Administrative Assistant Smith	All sessions	All sessions
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 True	All sessions	All sessions
<u>Iowa State University</u>		
President Jischke	All sessions	All sessions
Provost Kozak	All sessions	All sessions
Vice President Madden	Excused at 9:30 a.m.	Excused
Assistant to the President Mukerjea	All sessions	All sessions
Director Bradley	All sessions	All sessions
<u>University of Northern Iowa</u>		
President Koob	All sessions	All sessions
Provost Marlin	All sessions	All sessions
Executive Assistant to President Gadelmann	All sessions	Excused
<u>Iowa School for the Deaf</u>		
Superintendent Johnson	All sessions	All sessions
Assistant Superintendent Balk	All sessions	All sessions
<u>Iowa Braille and Sight Saving School</u>		
Superintendent Thurman	All sessions	All sessions

GENERAL

The following business pertaining to general or miscellaneous business was transacted on Wednesday and Thursday, January 15 and 16, 1997.

**APPROVAL OF MINUTES OF BOARD MEETING OF OCTOBER 16-17, 1996.** The Board Office recommended that the minutes of the October 16-17, 1996, meeting of the Board of Regents be approved.

The Board Office reported that the minutes of the November and December 1996 Board of Regents meetings had not been completed. They would be presented to the Board for approval at a subsequent meeting.

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

**STATUS REPORT ON FACULTY PRODUCTIVITY STUDIES.** The Board Office recommended the Board (1) receive the status report on follow-up to the Pappas recommendations on faculty workload at the Regent universities and (2) instruct the universities to address all of the factors included in the Pappas recommendations and as noted below in a comprehensive, detailed report on faculty workload to be reported to the Board next month.

In February 1996, the Board received the recommendations of the Pappas Group which included a recommendation that the universities consider redesigning the traditional approach to defining faculty workload.

The Pappas Group concluded that while questions about faculty productivity continue to garner considerable attention, they (Pappas) believe it was the “wrong question to ask.” Rather the Pappas Group felt that the more appropriate query is:

“Given the manner in which we actually do and aspire to provide learning to our various student populations, what is the most effective manner in which to establish a faculty member’s portfolio and establish performance and accountability measures.”

The Pappas Group went on to recommend that the Board charge the universities to undertake campus-based reviews of faculty workload that included:

- Creation of campus-based workgroups to define what should constitute a faculty portfolio;
- Determine the degree to which there are common elements for all faculty, and the degree to which individual specificity is preferred;
- Define appropriate balance of transmitting learning, scholarship, research, service, academic advising, etc.;
- Develop new promotion and tenure guidelines; and
- Create appropriate performance measures, incentives and reward systems.

The Board subsequently requested that the institutions undertake a campus-based review of the Pappas recommendation as noted above and the Interinstitutional Committee on Educational Coordination be responsible for any interinstitutional issues and coordination of these studies and that the results of these efforts be reported to the Board in May 1997.

The Board reemphasized its desire for a comprehensive response to the Pappas recommendations in October.

**ACTION:** President Newlin stated the Board, by general consent, (1) received the status report on follow-up to the Pappas recommendations on faculty workload at the Regent universities and (2) instructed the universities to address all of the factors included in the Pappas recommendations in

a comprehensive, detailed report on faculty workload to be reported to the Board next month.

**LEGISLATIVE ISSUES.** The Board Office recommended the Board receive the report on the Governor's FY 1998 budget recommendations.

The 1997 Session of the Iowa Legislature convened on January 13, 1997; on January 14, 1997, Governor Branstad addressed the Legislature outlining his FY 1998 budget recommendations.

The Governor recommended \$6.0 million (1.0 percent) in incremental operating appropriations excluding salary policy for the Regent institutions for FY 1998. When salary policies are established following collective bargaining, the Governor will recommend funds for that purpose; a 1 percent increase in salaries is approximately equal to a 1 percent increase in Regent appropriations.

The Governor recommended a supplemental appropriation for FY 1997 of \$2.3 million for full funding of salary increases; this appropriation is continued in the base appropriation for FY 1998, reflecting a total increase of \$8.3 million (1.4 percent) in incremental operating appropriations.

The Governor recommended \$2.5 million for technology improvements at the Regent universities for both FY 1998 and FY 1999 to advance technology and computing to levels currently available to students and faculty at peer institutions.

The Governor recommended \$70.3 million for capital projects in FY 1999-2002.

The Governor's recommendation and carryforward from FY 1997 will fully fund the Board's \$28 million FY 1998 request for tuition replacement.

The allocation of the Regents \$2.5 million in technology funds was estimated as follows: \$1,075,000 to the University of Iowa, \$1,025,000 to Iowa State University and \$400,000 to the University of Northern Iowa; the Governor also recommended \$2.5 million for the community colleges.

These funds will support initiatives such as the purchase of digital technology instructional equipment at the University of Iowa, the provision of reliable and rapid World-Wide-Web service at Iowa State University, and the completion of the data network to all academic spaces at the University of Northern Iowa.

The Rebuild Iowa's Infrastructure Fund (RIIF), funded by gambling receipts and interest moneys from the State's reserve funds, was created two years ago; it is estimated that

the fund will receive \$65 million annually. Governor Branstad recommends that beginning in FY 1999, 30 percent of the Rebuild Iowa's Infrastructure Fund be allocated to the Regents.

Funding from the RIIF allocation will enable the Regents to initiate the following projects in FY 1999:

	Total State <u>Request</u>
ISU - Intensive Livestock Facilities	\$ 9,270,000
SUI - Medical Education and Biomedical Research	\$27,000,000
UNI - Renovation of Lang Hall	\$12,900,000
ISU - Engineering Teaching and Research--Phase II	\$20,900,000
Regents - Lakeside Laboratory	\$ 140,000
ISD - Fire Safety	\$ 50,000
IBSSS - Deferred Maintenance	<u>\$ 25,000</u>
TOTAL	\$70,285,000

Governor Branstad recommended establishment of a seven-member citizen Rebuild Iowa Infrastructure Board; the Governor recommended that the RIIF Board has the authority to recommend funding for the Regents beyond the 30 percent allocation in any given year.

**ACTION:** President Newlin stated the Board received the report on the Governor's FY 1998 budget recommendations, by general consent.

**FINAL APPROVAL OF MISCELLANEOUS FEES AND CHARGES.** The Board Office recommended the Board approve the miscellaneous fees and charges for 1997-98, as presented.

There were no changes in the fees from those presented in December.

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

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

University of Iowa officials requested an increase from \$8,100 to \$8,300 for the Instrument Management System fee that will be charged to the entering class of Dental Students; the fee is paid over four years and the class of 1998 will pay no more than \$8,300. This fee has been routinely raised for each entering class for the past several

years and covers the increased costs associated with the operation of the College of Dentistry instrumentation and central sterilization service and facilities.

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

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

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

MOTION: Regent Kennedy moved to approve the miscellaneous fees and charges for 1997-98, as presented. Regent Tyrrell seconded the motion.  
MOTION CARRIED UNANIMOUSLY.

**INSTITUTIONAL AND BOARD OFFICE PERSONNEL TRANSACTIONS INCLUDING SPECIAL EARLY RETIREMENT INCENTIVE PROGRAM (SUI).** The Board Office recommended that the Board approve the increase (from 100 to 175) in the number of Retirement Incentive Program packages which can be offered at the University of Iowa and ratify the Registers of Personnel Transactions.

At the December meeting, a question was raised as to why the Board was asked to ratify the personnel registers of the institutions and the Board Office. The present procedure was based on legal advice from the Attorney General's Office. This issue is under further review by the Executive Director and the Office of the Attorney General.

Approval of the Registers of Personnel Transactions noted below was recommended.

University of Iowa -- October and November 1996  
Iowa State University -- November and December 1996 including 11 early retirements and one phased retirement  
University of Northern Iowa -- November and December 1996  
Iowa School for the Deaf -- November and December 1996  
Iowa Braille and Sight Saving School -- October 20-December 14, 1996

The register from Iowa State University included, for the Board's information, the following appointments:

THOMAS J. MITCHELL as President of the ISU Foundation and Associate Vice President for External Affairs, effective January 20, 1997, at an annual salary of \$130,000.

DR. DANIEL C. ROBINSON as Interim Vice President for Student Affairs, effective January 1, 1997, at an annual salary of \$100,000.

In June the Board approved a special Retirement Incentive Program which had been recommended in the Pappas Report. The program offered greater benefits than the regular early retirement program. The program was to be used by the institutions to increase vitality in a department or support the establishment of a new mission in a unit or provide assistance to departments in which personnel reductions are necessary.

An institution wishing to use the special program was to have a plan approved by the Board indicating the period of time of the program would be offered and the number of retirement packages being offered.

The University of Iowa received permission to have an application window of July 1 through December 31, 1996, during which 100 incentive packages would be offered.

The university received 153 applications which met the criteria and would like to approve all of them. Therefore, the Board was asked to approve the increase in incentive packages from 100 to 175. The university will provide a full report to the Board outlining the cost and estimated savings of these retirements at a later time.

Regent Dorr asked for the projected savings at the new level of participation. Vice President True responded that a precise figure was unknown at this time. Approximately 160 to 170 employees are anticipated to participate. University officials believe the approximate lifetime cost for those employees is around \$8-1/2 million and that the anticipated payback would be accomplished within 1 to 1-1/2 years. The positions may be left vacant, may be filled with someone at a lower salary, or may be filled with someone of equivalent salary but with new vitality. He said university officials were very pleased with the equal distribution of employees participating in this program between merit, professional and scientific, and faculty. The number of participants exceeded expectations.

MOTION:

Regent Dorr moved to approve the increase (from 100 to 175) in the number of Retirement Incentive Program packages which can be offered at the University of Iowa and ratify the Registers of Personnel Transactions. Regent Arenson

seconded the motion. MOTION CARRIED  
UNANIMOUSLY.

**INSTITUTIONAL AGREEMENTS, LEASES AND EASEMENTS.** The Board Office recommended that the lease for the benefit of the University of Northern Iowa as summarized below be approved.

University of Northern Iowa officials requested approval of a lease agreement as lessee with Elkhorn Property Services Corporation for the university's use of 7,703 square feet of warehouse space located in Cedar Falls, Iowa, to house the Iowa Waste Reduction Center, at the rate of \$1,385 per month (\$2.16 per square foot, \$16,620 per year) commencing February 19, 1997, through August 31, 1997.

Regent Dorr said it appeared that the prior owners went into receivership and the university would now be leasing from a bank.

President Koob said the prior owners may have given the university a better rate than they should have. The bank has allowed the lease to continue at the same rate as it had been in the past.

Regent Lande questioned whether university officials should consider purchasing the property. President Koob responded that the university was leasing the warehouse space because of the low cost. The university could accommodate the space on campus; however, it would cost more to remodel the campus space than to lease this space off campus. He stated that leasing the space was strictly an economic decision.

MOTION: Regent Smith moved to approve the lease for the benefit of the University of Northern Iowa, as presented. 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.

MOTION CARRIED UNANIMOUSLY.

**UNIVERSITY REGISTERS OF CAPITAL IMPROVEMENT BUSINESS**

**TRANSACTIONS.** (a) University of Iowa. The Board Office recommended (1) that the Register of Capital Improvement Business Transactions for the University of Iowa be approved and (2) that the Board act upon the recommendations of the University of Iowa regarding award of the construction contract for the University Hospitals and Clinics--A Family Care Center project.

PROJECT DESCRIPTIONS AND BUDGETS

University Hospitals and Clinics--O. R. Suite Support Facility and Mechanical/Electrical Equipment \$472,550

Source of Funds: University Hospitals Building Usage Funds

Preliminary Budget

Construction	\$ 374,000
Architectural/Engineering Support	42,450
Planning and Supervision	18,700
Contingency	<u>37,400</u>
 TOTAL	 <u>\$ 472,550</u>

University officials requested approval of a project description and budget to install headend air handling and associated electrical equipment in the John Pappajohn Pavilion seventh level mechanical room. The equipment will provide heating, ventilating and air conditioning service to approximately 18,000 gross square feet of space on levels five and six, including the operating room suite support space. The project will provide service to areas which are currently served by an alternate air handling system or none at all.

University Hospitals and Clinics--Development of a Volunteer  
Adult Patient Self-Care and Family Housing Unit--Phase I \$394,700

Source of Funds: University Hospitals Building Usage Funds and  
UIHC Volunteer Program

Preliminary Budget

Construction	\$ 321,100
Architectural/Engineering Support	25,600
Planning and Supervision	16,000
Contingency	<u>32,000</u>
 TOTAL	 <u>\$ 394,700</u>

University officials requested approval of a project description and budget to remodel 6,773 square feet of space on the fifth floor of the south wing of University Hospitals. The space will be remodeled to provide short-term, low cost overnight accommodations for adult outpatients and family members.

University Hospitals' role as the comprehensive tertiary referral health care center for the State of Iowa has generated a considerable need for housing to accommodate adult outpatients and their families. These patients are required to be in the University Hospitals vicinity but do not meet the criteria for acute inpatient care. This project will provide an area to meet the needs of these patients who do not have the resources to afford commercial lodging during the duration of their care or treatment.

The project will provide guest bedrooms, an administrative office, family lounge, laundry room and kitchenette. In addition, the project will install a code-required fire sprinkler system, fire alarm and security systems in accordance with the State Fire Marshal's recommendations.

Funding for the project will include approximately \$65,000 from the UIHC Volunteer Program. This is a non-profit organization of volunteers which raises funds through a number of activities, including operation of the gift shop and food sales, to support various programs at University Hospitals.

## CONSTRUCTION CONTRACTS

### University Hospitals and Clinics--A Family Care Center

Five bids were opened for the University Hospitals and Clinics--A Family Care Center project on November 14, 1996, with no apparent irregularities. On November 27, 1996, university officials submitted a recommendation to the Board Office to award the construction contract to Graycor Construction Company of Homewood, Illinois, in the amount of \$9,239,250. This dollar amount included the base bid and ten alternates and was \$455,750 less than the engineering estimate for the base bid and selected alternates. Four of the five bidders were within \$155,000 of each other for the base bid and selected alternates. The bid of the apparent second low bidder was approximately \$98,000 more than the bid of Graycor Construction.

On December 2, 1996, the Executive Director awarded the contract to Graycor Construction as recommended by the university. Ratification of award of this contract as required by Board procedures was requested. The university issued an award letter to Graycor on December 6, 1996; the letter and the contract documents were received by Graycor on December 9, 1996.

On December 6, 1996, Graycor Construction informed the university through telephone calls of an alleged mistake in the bid preparation. At a meeting held on December 9, 1996, with university officials, Mr. Michael A. Joseph, Executive Vice President of Graycor, claimed that two "errors/omissions" had been made in its bid: 1) labor in the amount of \$177,312 to install the millwork was omitted in the general contractor's bid; and 2) a millwork supplier increased its bid by \$78,560 shortly after Graycor had submitted its bid. These two items total \$255,872. In a letter dated December 9, 1996, Mr. Joseph states that the discovery of the "errors/omissions" requires an increase in Graycor Construction Company's base proposal from \$7,999,000 to \$8,257,600, an increase of \$258,600, or \$2,728 more than the sum of the two "errors/omissions." In addition to the two errors, the budget summary submitted by Graycor shows increased costs for insurance and the performance bond due to a higher bid. Graycor's alleged "error" of \$258,600 represents approximately 2.8 percent of Graycor's base bid and selected alternates, or 3.2 percent of the base bid.

In a letter dated December 11, 1996, Graycor requested permission to withdraw its bid, or in the alternative, reform the bid that was submitted on November 14, 1996. Enclosed with the letter were the unsigned contract documents. The instructions to the bidders require a successful bidder to execute the construction contract within ten calendar days from receipt of the award. No signed contract documents were received by December 19, 1996 (ten days from receipt of contract) nor have any signed documents been received to date.

Iowa Code and the Instructions to Bidders specifically address a successful bidder's failure to return signed contract documents within the specified period. Under Iowa Code, Section 73A.20,

the full amount of the bid bond (5 percent of the amount bid [approximately \$500,000]) shall be forfeited to the contracting authority in liquidation of damages sustained in the event the bidder fails to execute the contract as provided in the specifications or by law in the same manner and amount as other forms of authorized security.

Article 6, subsection D of the Instructions to Bidders for the project states,

Bid security shall be agreed upon as the measure of liquidated damages which Owner will sustain by failure, neglect or refusal of bidder to deliver a signed contract stipulating performance of the work in unqualified compliance with Contract Documents within ten days after notification of award of contract is given.

University officials submit that Graycor Construction has failed to establish the existence of an inadvertent error sufficient to permit either amendment or withdrawal of the bid. Further, based on the return of the contract unsigned, Graycor appears to have narrowed the relief requested to permission to withdraw its bid without penalty.

In the past university officials have recommended the withdrawal of bid without prejudice where 1) prompt notice of the error was given to the university, and 2) proof of the error was clearly established. However, in this case university officials believe that Graycor Construction has not met either of these conditions. In spite of knowing of one component of the alleged error within minutes of the bid opening, Graycor waited three weeks, until the contract was awarded, to notify the university. University officials believe that it has not received what it considers sufficient evidence of the existence and amount of the error.

Since the contracts were not returned in accordance with the Instructions to Bidders and since prompt notice of the error was not given nor was proof of error clearly established, University of Iowa officials requested the initiation of proceedings to retain the bid security of Graycor Construction as a measure of liquidated damages for failure to deliver the signed contract. In the past the Board has required the low bidder either to perform or to sacrifice the bid bond.

Iowa Administrative Code [681-8.6(4)] requires the Board to give a bidder the opportunity for a hearing before the Board when bid security is recommended to be

retained; a final decision is to be rendered by the Board following the hearing. Graycor Construction has been notified of the university's recommendation that bid security be retained and has been given the opportunity for a hearing before the Board at its February meeting. Graycor Construction is to advise the Board Office no later than February 7, 1997, if it wishes a hearing at the February meeting.

Ratification of the award of contract to Graycor and authorization to initiate forfeiture proceedings against Graycor's bonding company was requested.

According to the Instructions to Bidders, no bid may be withdrawn for a period of 65 calendar days after the time set for receipt of bids (November 14, 1996). After that time any or all bids could be withdrawn without prejudice. In order to meet the timeline laid out in the specifications, ensure award of a contract, and initiate construction since time is important, award of a contract needs to be made at the January Board meeting.

University officials requested award of the construction contract to the second low bidder, McComas-Lacina Construction Company, in the amount of \$9,337,072 as follows:

University Hospitals and Clinics--A Family Care Center \$9,337,072  
Award to: McComas-Lacina Construction Company, Inc., Iowa City, IA

Base Bid of \$8,164,000, plus Alternate #1 of \$53,500, plus Alternate #2 of \$148,207, plus Alternate #3 of \$32,202, plus Alternate #4 of \$290,860, plus Alternate #5 of \$154,000, plus Alternate #8 of \$234,300, plus Alternate #8A of \$95,392, plus Alternate #8B of \$15,675, plus Alternate #8C of \$90,256, plus Alternate #8D of \$58,680 =

TOTAL AWARD OF: \$9,337,072

(5 bids received)

Regent Pellett asked if this project was part of the \$105 million College of Medicine project. Vice President True responded that it was not. This was a portion of the University of Iowa Hospitals and Clinics project for the family practice program within the Pomerantz Family Pavilion. One of the elements of the College of Medicine project is to raise the Steindler Building which is where the family practice unit is housed.

MOTION: Regent Mahood moved (1) that the Register of Capital Improvement Business Transactions for the University of Iowa be approved and (2) that the Board act upon the recommendations of the

University of Iowa regarding award of the construction contract for the University Hospitals and Clinics--A Family Care Center project. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

(b) Iowa State University. The Board Office recommended that the Register of Capital Improvement Business Transactions for Iowa State University be approved.

#### PROJECT DESCRIPTIONS AND BUDGETS

Applied Science Center 1--IPRT Advanced Semiconductor Materials Characterization Laboratories--Phase 1 May 1996 Budget \$910,000  
Revised Budget \$960,000

Source of Funds: Institute for Physical Research and Technology

#### Project Budget

	<u>May 1996 Budget</u>	<u>Revised Budget January 1997</u>
Contracts	\$ 640,000	\$ 667,100
Design Services	158,145	183,260
Project Administration	20,255	20,345
University Services	12,000	12,000
Miscellaneous	3,000	3,500
Fixed Equipment	15,000	15,000
Building Automation	20,000	20,000
Telecommunications	5,000	5,000
Project Reserve	<u>36,600</u>	<u>33,795</u>
TOTAL	<u>\$ 910,000</u>	<u>\$ 960,000</u>

On December 18, 1996, the university received Executive Director approval of the revised project budget in the amount of \$960,000, an increase of \$50,000. Approval of the revised budget was requested by the university in order to allow award of the construction contract to the low bidder for the base bid and three alternates.

Six bids were received for the construction contract. University officials requested award of the contract to the low bidder for the base bid and the three alternates for a total award of \$667,100. This award consists of the base bid of \$647,200, two deduct

alternates totaling \$6,100, and one add alternate in the amount of \$26,000 to install an additional 25 ton air-cooled chiller. University officials wished to include this alternate in the construction contract since the additional chiller would provide adequate capacity to operate the laboratories year round.

Stadium Pressbox

Source of Funds: ISU Foundation

October 1996 Budget \$4,542,000

Revised Budget \$6,100,000

Project Budget

	<u>Oct. 1996 Budget .</u>	<u>Revised Budget January 1997</u>
Contracts	\$ 3,002,000	\$ 4,775,000
Design Services	402,100	492,500
Project Administration	186,680	244,000
University Services	30,000	20,000
Miscellaneous	20,000	10,000
Landscaping	25,000	0
Utility Extensions	145,000	0
Movable Equipment	187,000	110,000
Art Work	22,710	0
Building Automation	45,000	0
Telecommunications	20,000	20,000
Project Reserve	<u>456,510</u>	<u>428,500</u>
 TOTAL	 <u>\$ 4,542,000</u>	 <u>\$ 6,100,000</u>

University officials requested approval of a revised project budget in the amount of \$6,100,000, an increase of \$1,558,000, which reflected estimated, additional construction costs. The initial project budget of \$4,542,000 approved in October 1996 was based on a cost estimate of more than \$200 per square foot which appeared to be a reasonable estimate when compared with similar projects. However, further evaluation of various elements involved in the construction of the pressbox tower during the preliminary design phase has resulted in higher projected construction costs than originally estimated. The elements affecting the construction cost include the functional needs of the facility, structural, building code, and exiting requirements (as identified by the State Fire Marshal), access difficulties to the site, and the costs of working at a high elevation.

Although these additional elements originally brought the total project cost to approximately \$7,000,000, the design and construction management team, which includes Brooks Borg and Skiles and The Weitz Company, examined numerous options for the project which has resulted in design revisions and significant savings. The resulting revised budget of \$6,100,000 represents a savings of approximately \$1,000,000 from the updated construction estimate. The reductions were made without reducing the programmed functions of the facility while maintaining the quality of the structure.

The entire project cost will be funded by the ISU Foundation which has identified and committed additional fund raising sources for the project.

#### ARCHITECT/ENGINEER AGREEMENTS

##### Amendments:

Athletic Office and Training Facility (Addition) Amendment #2 \$14,204  
Herbert Lewis Kruse Blunck, Des Moines, Iowa

University officials requested approval of Amendment #2 to the agreement with Herbert Lewis Kruse Blunck for construction of the addition to the Athletic Office and Training Facility. The amendment will provide for additional design services for items requested by the building users including building signage, exterior ticket booth kiosks, custom furniture in conference rooms and some special equipment installation.

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

Athletic Office and Training Facility (Remodeling) Amendment #2 \$15,615  
Herbert Lewis Kruse Blunck, Des Moines, Iowa

University officials requested approval of Amendment #2 to the agreement with Herbert Lewis Kruse Blunck for the remodeling of the Athletic Office and Training Facility. The amendment will provide for additional reimbursable expenses. The architect's proposal did not include bid issue document printing due to the unknown quantity of documents that would be needed. The amendment will provide reimbursement for the printing expense of these documents to date.

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

#### CONSTRUCTION CONTRACTS

Library Storage Building/Administrative Services Facilities

Office Building--Issuance 2--Bid Package #96--Floor Coverings  
Reject Bids

Five bids were received on October 15, 1996, to provide flooring materials for the Administrative Services Facilities Office Building portion of the project. All of the bids were within the engineering estimate of \$125,102 and no irregularities were reported. However, university officials requested Executive Director approval to reject the bids and re-bid the package at a future date in order to upgrade the flooring material.

The university's request to upgrade the flooring resulted from savings on previous bid packages due to the receipt of favorable bids. The savings provided the university with an opportunity to upgrade the flooring specifications to include carpet tile rather than broadloom carpeting. The use of carpet tile will provide maximum flexibility for the office building.

University officials requested approval to reject the bids and re-bid the contract since the change in the carpet material would require the specification of different manufacturers. In addition, re-bidding the contract would give all potential bidders an opportunity to bid on the upgraded package. On November 27, 1996, the Executive Director authorized the university to reject the bids. The upgraded carpet material will be bid at a future date.

Regent Dorr asked for clarification of the university's request to reject bids for this project. Vice President Madden stated that university officials want to rebid because they want to upgrade the materials.

Intensive Livestock Research and Instruction Facilities--Kildee/ \$138,570  
Meats Lab Addition--Fire Sprinkler  
Award to: Total Fire Protection, Inc., Brandon, SD  
(3 bids received)

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Applied Science Center 1--IPRT Advanced Semiconductor Materials  
Characterization Laboratories \$667,100

Award to: Welker Construction Company, Marshalltown, Iowa  
(6 bids received)

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

Bid Package #16 (Drywall) \$609,980

Award to: Kennedy and Company, Des Moines, Iowa  
(3 bids received)

Bid Package #17 (Painting) \$219,875

Award to: Wasche Interiors, Inc., Ham Lake, MN  
(2 bids received)

Bid Package #22 (Blinds) \$12,751

Award to: American Blind Company, Des Moines, Iowa  
(2 bids received)

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

(c) University of Northern Iowa. The Board Office recommended the Board approve the university's capital register, as presented.

PROJECT DESCRIPTIONS AND BUDGETS

Bartlett Hall--Fire Safety Improvements  
Source of Funds: Residence System Improvement  
Funds

Original Budget \$400,000  
Revised Budget \$575,000

Project Budget

	<u>Original Budget Sept. 1996</u>	<u>Revised Budget Jan. 1997</u>
Contracts/Purchase Orders	\$ 344,000	\$ 507,000
Consultant/Design Services	23,000	28,000
Contingencies	<u>33,000</u>	<u>40,000</u>
TOTAL	<u>\$ 400,000</u>	<u>\$ 575,000</u>

University officials requested approval of a revised project budget in the amount of \$575,000, an increase of \$175,000, which reflected an increase in the project scope to include the replacement of floor coverings. The installation of the fire-labeled doors requires the removal of the existing doors and frames. During the design phase the architect verified that portions of the floor coverings would need to be removed in order to remove the existing doors. The revised budget will provide funds to replace badly-worn floor coverings and underlayments as part of this project. The flooring areas that are in good condition will be cut and patched to allow replacement of the doors and door frames.

GENERAL  
January 15-16, 1997

School of Music Classroom Building/  
Performing Arts Center

February 1996 Budget \$19,100,000  
January 1997 Budget \$20,705,000

Project Budget

	<u>Revised Budget Feb. 1996</u>	<u>Revised Budget Jan. 1997</u>
Contracts/Purchase Orders	\$ 16,394,500	\$ 17,664,000
Consultant/Design Services	1,690,000	1,850,000
Movable Furnishings	200,000	200,000
Art Work	95,500	95,500
Contingencies	<u>720,000</u>	<u>895,500</u>
TOTAL	<u>\$ 19,100,000</u>	<u>\$ 20,705,000</u>

Source of Funds:

Private Funds	\$ 10,000,000	\$ 11,000,000
76th General Assembly Capital Appropriations	2,000,000	8,500,000
Future Capital Appropriations	6,500,000	
Institutional Funds	600,000	
Treasurer's Temporary Investments		600,000
Building Repair		350,000
Institutional Roads Funds		155,000
Network Services Reserve		<u>100,000</u>
TOTAL	<u>\$ 19,100,000</u>	<u>\$ 20,705,000</u>

University officials requested approval of a revised project budget in the amount of \$20,705,000, an increase of \$1,605,000 from the budget approved in February 1996. The revised budget includes an additional \$1,000,000 in private funds which will be used to purchase additional equipment for the facility. The revised budget also includes \$605,000 for additional construction items. This amount includes \$350,000 for utility extensions, \$100,000 for telecommunication infrastructure, and \$155,000 for the reconstruction of Dakota Street which will be located adjacent to the facility.

Regent Dorr asked if the costs included in the budget for the Performing Arts Center were firm. President Koob said the costs included in the budget were not firm. He noted that the committee responsible for designing the center had underestimated seriously the cost of the equipment for the building; for example, a curtain cost

\$350,000. He noted that \$1 million to cover the extra costs would come from private sources.

Regent Lande questioned whether a design architect had been used on this project. President Koob responded that there had been. However, one of the problems had been reaching agreement between the user community and the performers' community. The process of reaching compromise confused the costs. The university has not received final bids; bids are expected to be received on January 30. The university has received over 200 requests for the bid documents which he hoped was an indication that the bidding would be competitive.

\* \* \* \* \*

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

#### ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

<u>Commons North Parking Lot</u> Cunningham Construction Company, Cedar Falls, Iowa	<u>\$300,437.58</u>
<u>Russell Hall--Exterior/Interior Repairs</u> Cardinal Construction Company, Waterloo, Iowa	<u>\$257,482.00</u>
<u>Steam Distribution System--West Gym--Phase II</u> Youngblut Contracting, Inc., Waterloo, Iowa	<u>\$363,772.00</u>
<u>Strayer-Wood Theater--Replace Skylights (Roof Contract)</u> Pries Roofing Company, LaPorte City, Iowa	<u>\$36,990.00</u>

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

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

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

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

**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 Dorr 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 9:11 a.m. on Wednesday, January 15, 1997, and adjourned therefrom at 9:19 a.m. on that same date.

**BOARD'S STRATEGIC PLANNING RETREAT.**

President Newlin introduced William Anthony to facilitate the retreat.

Mr. Anthony expressed appreciation for being asked to assist the Regents as they reflect on the past and look ahead to the next 3 to 5 years. He discussed the objectives and format for the retreat.

The Regents identified and discussed external trends and conditions:

*A Global Economy and Society*

- Increased need for global education
- University dependence in statism for existence

*Changing Economic Characteristics*

- Greater economic pressures on students
- Student aid

*Increased Public Expectations of Universities*

- Strong public demand for accountability
- Expectations of quality of life improvement by universities
- Societal expectation that handicapped will be fully functioning members of the university and community
- Maintaining quality graduate education
- Higher student expectations
- Expectations of various external constituencies are conflicting and difficult to resolve

*Major Population Shifts*

- Much larger percentage of population seeking higher education (life-long learning)
- Aging population and associated needs and desires (selfishness)
- Medical advances--right to die issues; prioritizing of health care

*Greater Population Diversity*

- More mixed aged group of students
- Increased diversity among students and faculty
- Diversity in state versus diversity in system

*Demands for Reform of Undergraduate Education*

- Increased competition
- Universities are not the sole source of new knowledge
- Maintaining traditional education (liberal arts) in the face of demands for immediately applied skills

- Tension between desire to be student orientated and traditional courses/ knowledge
- Jobs at graduation
- Institutional changes to meet changing requirements of jobs
- Demands for meeting four year undergraduate degree requirements
- Balance between community colleges, Regent institutions and private schools
- Dumbing down education
- Stress: life; job; coping
- Federal and state laws: complexity; demands; changes

*Changing Nature of University Research*

- Decrease in federal money for research
- 26% projected decline in federal funds for research by 2002
- Competition for research funds

*Fewer Available Faculty*

*Advances in Information Technology*

- Complex information demands on students, faculty etc.

*Advance in Other Technology*

- Evolving role of dynamic technology for delivery of education

*Increased Costs of University Operations*

- Money demands on university system e.g. economic development

*Increased Competition for State Funds*

- Leverage state money with federal money
- In Iowa, flexibility to compete for funds with minimum of red tape

*Greater Competition for Private Giving*

- Outside private money is there and needs to be asked for (synergistic process)
- Taking advantage of generational transfer of wealth (investing in universities is "immortality issue")

*Aging Buildings*

*Competitive Analysis*

- Size - private schools are small
- Protective environment of private schools
- Private schools offer a lot of financial aid
- Out of state schools- Nebraska, Northwest Missouri State
- Prestige schools
- Weather factor
- Get away from home
- Very different competitive environment depending on undergraduate, graduate, teaching or research

### *Competitive Advantage*

- High quality at reasonable cost
- Strong reputation in many disciplines
- Special schools--support services, vocational education, direct communication and intensity of services
- Deinstitutionalization
- Midwest is good place to live and go to school-stable environment
- Community colleges-cheaper, closer to home, transition to college relationship building with community colleges
- State commitment to education (education is 60% of state budget)
- Good governance structure
- Differentiation among Regent institutions allows international reputation in many disciplines with little overlap
- Basic commitment to education in Iowa

The Regents finished discussion of external factors and then moved to a discussion of internal factors:

### *Institutional Environment*

#### *Form consensus among university community in meeting needs*

- Emphasize student-centered experiences and quality of education with selected programs/course offerings.

#### *Balance effectiveness and efficiency*

- Maintain optimal institutional size for maximum efficiency and effectiveness.

#### *Institutional nimbleness in response to external pressure*

#### *Being all things to all people and maintaining fundamental quality and soundness*

*Role of private interests in public institutions*

*Acceptable to public and universities*

- Maintain positive institutional values in light of changing societal expectations.
- Undergoing appropriate and timely institutional transformation.
- Provide just-in-time services to clients.

*Role of faculty, staff and students in institutional governance*

- Continued clarification and articulation of governance roles shared by faculty, staff, and students.

*Develop and refine strategic plans with benchmarks and accountability*

*Changing health care environment*

*Risk management, safety, and environmental regulations*

*Maintain quality*

*General integrity of universities is strong and needs to be protected*

- Planning and accountability involving the implementation of strategic planning including: benchmarking outcomes, targeting areas of focus and excellence, total quality improvement, increasing efficiencies and productivity through innovation and creativity.

*Students*

*Manage enrollment and recruitment: goals; diversity; quality; faculty*

*Buy-in on campus by diverse population involved*

*Changing student needs and expectations*

*Meet increasing customer expectations quietly*

*Make programs accessible and successful to all regardless of disability*

*Physical demands and handling students' adverse behavior*

- Accommodate student expectations for quality of life, educational goals, and job preparation.
- Higher education students are increasingly expected to work while attending college.

*Delivery systems-distance learning, collaboration*

- Expect a growing need for university offerings through distance learning.
- Expect non-traditional and part-time student numbers to increase at universities.

*Importance of students in research efforts*

- Accommodate new patterns of learning.
- Insure that students wishing to graduate in four years have the opportunity to do so.
- Increasing financial needs of students to continue to affect student body.
- Promote national recognition by offering high quality education at relatively low cost.
- Remain competitive for the best academically prepared students through provision of merit-based aid packages.
- Continually monitor health care issues for students and employees for cost and quality.
- Increase counseling and supportive services.
- Increasing concerns for student safety as the surrounding community grows.
- Improve the aesthetic environment of the university will be important for recruitment of students (particularly those who have abundant options for college.)

*Curricular*

*Technology and productivity: Which model?; How to measure?; Expectations?; Funding?*

- Anticipate an increase in use of technology at all levels of education.
- Expect an increase in attention to student outcomes and competencies.
- Continuing to value the liberal arts in the face of increased vocational expectations of students and parents.

*Access and design learning structures for the students*

- Transform the learning environment from teaching centered to learning centered.
- Respond to the needs of individual learners.
- Continue systematic and rigorous program reviews.

*Maintain support of research for basic sciences vs. applied science*

*Facilities/Equipment*

*Replace aging infrastructure and instructional equipment*

*Deferred maintenance*

- Maintain facilities and grounds in the face of aging buildings and limited resources.
- Meet the dilemma of restoration versus new construction.
- Accommodate new equipment and technology.
- Enhance the state of buildings and the adequacy of space for instructional and research purposes which are important for recruiting and retaining faculty and staff.
- Continually upgrade instructional equipment, particularly in the sciences.
- Classrooms to be fully equipped to handle state-of-the-art communications for teaching which will involve high speed fiber optical networks essential in every room in every building, including dormitories.
- Increase access to personal computing capability commensurate with curriculum requirements.

- Address the increasing demands for distance learning serving the growing needs of non-traditional learners throughout Iowa.

### *Finances*

*Administrative costs in meeting legal and other reporting activities--cost of doing business*

*Technology investment outside of equipment and infrastructure*

- Managing for stable state funding (as a portion of budget).

*Reallocation of resources- need for carefulness and political astuteness*

- Increasing emphasis on internal reallocations.

*Flexibility in adjusting to federal funding cut backs*

*Assure "value" in funded research*

*Market-place funding issues*

*Discretionary vs. non-discretionary funding*

- *Process needed for more discretionary options?*
- *Relate to priority setting?*
- *Preciseness needed for how money will be spent*

*Ability to get incremental money for "hard to sell" activities*

- Identifying new sources of revenue that won't compromise institutional values.
- Foundations and corporations will become more central to fundraising, strong support of individual donors must be maintained and more leadership gifts need to be sought.

*Financial health of clinical enterprise at University of Iowa*

- Financial health of the clinical enterprise will be critical to the success of the health sciences and the university as a whole.
- At SUI, faculty with clinical duties will need to face increasing pressures of patient care responsibilities while maintaining teaching and research productivity.

- At SUI and UIHC managing value and markets will continue as the central focus.
- At SUI and UIHC as necessary changes take place, the university will be proactive in helping to retrain and redirect health care professionals and support staff.

### *Faculty and Staff*

- Meet the challenge of identifying technical and human resources needed to support quality faculty and staff.

### *Defining faculty portfolio regarding teaching, research and service*

- Develop new faculty models at the universities which define the appropriate balance of transmitting learning, scholarships, research, advising, etc.

### *Quality and productivity definitions*

### *Maintain productivity--be assured money is used effectively*

- Identify appropriate promotion guidelines for faculty and staff based on performance measures, incentives, and rewards.
- Addressing diversity in faculty and staff appointments will be critical.

### *Find qualified faculty, staff and administrators in special schools--lack of programs and training for this*

### *Contract for education for faculty has evolved from a social contract to a business contract (Can we accept this?)*

- Recruit and retain high quality faculty and staff by intensifying the competition for faculty in selected disciplines and for minority faculty and by keeping pace with
- peer universities in order to maintain and increase competitiveness in salaries and benefits.

### *Professional development of faculty and staff to meet changing needs*

- Enhance and create new opportunities for professional development and advancement for both faculty and staff as a result of increasing interdisciplinary work and the quickening pace of technological change.

### *Develop effective ways of dealing with public pressure regarding tenure*

- Implement strategic goals by using early and phased retirements and retraining faculty and staff to meet changing needs.

Mr. Anthony suggested the Regents try to get consensus on the responsibilities, mission, vision, values and culture statements.

The Regents agreed to adopt the Responsibilities Statement, as presented, as follows:

### Responsibilities Statement

#### 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.)

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.)

With regard to the mission statement, Mr. Anthony suggested the Regents attempt to shorten the statement to 2 or 3 sentences.

The Regents discussed possible wording of a mission statement.

President Newlin asked Regents Dorr, Pellett, Lande and Arenson to work on developing a mission statement of two or three sentences. President Newlin asked Regents Kennedy, Smith, Mahood and Tyrrell to work on developing language of a vision statement.

The Regents broke into the two above-mentioned groups to write the mission and vision statements. The Regents were subsequently presented with two proposed mission statements for consideration. Discussion followed. The consensus was that the group would do further work overnight and present a refined mission statement in the morning for Board consideration.

The Regents proceeded to discuss in small groups the wording of a values statement and a culture statement.

Upon reconvening, the Regents discussed the wording of the statements proposed by the two groups. The Regents agreed to the revised wording of the values statement and the culture statement, as follows:

### 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.

### 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 reside 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.

The Board recessed for the day. Mr. Anthony stated that upon reconvening the next morning there would be discussion of the mission, vision, culture and values, and then the goals.

The following morning the Regents began by discussing the proposed mission statement. Following discussion, the Regents agreed on the wording, as follows:

#### 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.

President Newlin noted that the value statement and the culture statement had been approved the previous day. The proposed vision statement was then presented for discussion and approval.

Mr. Boutwell reported that Iowa was the only state of the 30 states in the nation that he has worked with whose goal is for its institutions to become the best. He said that goal sets Iowa apart. He would not like to see Iowa move away from that idea. In looking at the indicators of the number of degrees granted per 100,000 working age population, he said Iowa is in the top 10 in almost every discipline category. He suggested the Regents choose some indicators that allow them to judge their progress in becoming the best.

President Koob offered wording for the vision statement, which the Board adopted, as follows:

Vision Statement

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

Following a recess, the Regents proceeded to discuss the Board's strategic goals.

Mr. Anthony suggested that the Board's mission and vision statements should drive the goals.

As a result of lengthy discussion and debate, the Regents rewrote the Board's strategic goals, as follows:

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.

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).

The Regents reviewed the Board's existing twelve strategic goals to ensure they were encompassed within the five new goals. The consensus was that the original goals be listed as subgoals under the new goals to provide a starting point for discussion when the Board meets to develop strategies, which follows:

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. (Original goal 5.00)

Strategy 1.2.: Develop and implement effective marketing strategies for each university which builds upon the strengths of each. (Original goal 8.00)

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

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. (Original goal 1.00)

Strategy 2.2.: Enhance the quality of graduate and professional education. (Original goal 2.00)

Strategy 2.3.: Improve access by all Iowans to Regent universities. (Original goal 6.00)

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 instruction. (Original goal 3.00)

Strategy 3.2.: Encourage cohesiveness and cooperation through the Regent system. (Original goal 12.00)

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. (Original goal 4.00)

Strategy 4.2.: Increase the participation of minorities in higher education. (Original goal 7.00)

Strategy 4.3.: Emphasize efforts to raise private funds, especially to support innovative programs falling outside the categories recognized by government funded agencies. (Original goal 9.00)

Strategy 4.4.: Contribute to the economic development of the state. (Original goal 11.00)

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. (Original goal 10.00)

President Newlin suggested the Regents tentatively adopt the statements and goals that were developed at this meeting, with formal adoption to take place at the February Board of Regents meeting. Another meeting or retreat would be scheduled to work on developing strategies. The Regents agreed.

Mr. Boutwell stated that MGT's final report would provide the Regents with an agenda for tying all of this into the reporting process.

Mr. Anthony stated that he was pleased with what had been accomplished and that he hoped the Regents had found the session to be useful.

President Newlin thanked Mr. Anthony and Dr. Boutwell for their participation and assistance.

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

#### **ADJOURNMENT.**

The meeting of the State Board of Regents adjourned at 1:44 p.m., on Thursday, January 16, 1997.

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R. Wayne Richey  
Executive Director