

The State Board of Regents met on Tuesday and Wednesday, November 18 and 19, 1997, at Iowa State University, Ames, Iowa. The following were in attendance:

	<u>November 18</u>	<u>November 19</u>
<b>Members of State Board of Regents</b>		
Mr. Newlin, President	Excused	Excused
Ms. Ahrens	All sessions	All sessions
Mr. Arenson	All sessions	All sessions
Mr. Fisher	All sessions	All sessions
Dr. Kelly	All sessions	All sessions
Mrs. Kennedy	All sessions	All sessions
Mr. Lande	All sessions	All sessions
Mrs. Pellett	All sessions	All sessions
Mrs. Smith	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
Associate Director Elliott	All sessions	All sessions
Associate Director Racki	All sessions	All sessions
Assistant Director Brodkey	All sessions	All sessions
Assistant Director Tiegs	Excused	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
Legislative Counsel Stork	Excused	All sessions
<u>Iowa State University</u>		
President Jischke	All sessions	All sessions
Provost Kozak	All sessions	All sessions
Vice President Hill	All sessions	Excused
Vice President Madden	All sessions	All sessions
Executive Assistant to President Dobbs	All sessions	All sessions
Assistant to the President Mukerjea	All sessions	All sessions
Director McCarroll	All sessions	All sessions
Associate Director Steinke	All sessions	All sessions
<u>University of Northern Iowa</u>		
President Koob	All sessions	All sessions
Provost Marlin	All sessions	All sessions
Vice President Conner	All sessions	All sessions
Executive Assistant to President Geadelmann	All sessions	All sessions
Director Chilcott	All sessions	All sessions
<u>Iowa School for the Deaf</u>		
Superintendent Johnson	All sessions	Excused at 8:41 a.m.
Director Heuer	All sessions	Excused at 8:41 a.m.
Interpreter Reese	All sessions	Excused at 8:41 a.m.
<u>Iowa Braille and Sight Saving School</u>		
Superintendent Thurman	All sessions	Excused at 8:43 a.m.
Director Woodward	All sessions	Excused at 8:43 a.m.

GENERAL

The following business pertaining to general or miscellaneous business was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

Acting President Arenson stated that President Newlin was unable to attend this meeting. He was recovering nicely from hip surgery. President Newlin asked Regent Arenson to preside over the Board meeting in his absence. Acting President Arenson said President Newlin wanted him to ask everyone to pull the microphones very close before speaking!

**APPROVAL OF MINUTES OF BOARD MEETINGS OF OCTOBER 9-10 AND OCTOBER 15-16, 1997.** The Board Office recommended the Board approve the minutes.

Acting President Arenson asked for additions or corrections to the minutes.

**ACTION:** Acting President Arenson stated the Board approved the minutes of the October 9-10 and October 15-16, 1997, meetings, as written, by general consent.

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

Ratify personnel transactions at the Regent institutions, as presented;

Receive the status report on the Board Office budget; and

Receive the report on the Iowa State University Pappajohn Center for Entrepreneurship.

MOTION: Regent Kennedy moved to approve the consent docket, as presented. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

**INTERINSTITUTIONAL COMMITTEE ON EDUCATIONAL COORDINATION.** (a) Center Name Change for the Social and Behavioral Research Center for Rural Health, Iowa State University. The Board Office recommended the Board defer consideration until December.

(b) Center Name Change for the Iowa State University Industrial Assessment Center, Iowa State University. The Board Office recommended the Board defer consideration until December.

**FALL ENROLLMENT REPORT – PART II.** The Board Office recommended the Board (1) receive the report and (2) approve enrollment projections for fall 1998 to fall 2007.

Part two of the fall enrollment report is built around eight focused reports on enrollments at the Regent institutions. The eight reports examine (1) enrollments by collegiate units, (2) the quality of incoming freshmen, (3) age, gender, ethnicity, and disability, (4) enrollment by foreign students, (5) enrollments by residency, (6) enrollments of transfer students, (7) Regent enrollments compared to enrollments in other Iowa colleges and universities, and (8) enrollment projections.

Iowa college and university headcount enrollments totaled 180,569 students. Enrollment in Iowa colleges increased 2,346 students above fall 1996 enrollment and represents a 1.3 percent increase. Regent universities educate 36.7 percent of the students (headcount enrollment) pursuing postsecondary education in the State of Iowa. Community colleges continue to grow faster than Regent universities and have 33.6 percent of the Iowa postsecondary school headcount enrollment. Although community colleges have a relatively large headcount enrollment, the full-time equivalent enrollment of community colleges is significantly lower because of the large proportion of students engaged in part-time studies. The Regent university headcount enrollments are the three largest in the state; community colleges occupy the fourth and fifth spots.

Regent universities attract highly qualified students to their doors. The average ACT score at Regent universities is above state averages by 1 to 2 points and above national averages 2 to 3 points. Over 85 percent of new freshmen graduated in the top half of their classes. A study recently released compared ACT scores of students

studying in Iowa. Regent universities do as well or better at attracting higher ability students than most of the other colleges and universities in the state.

The transfer report indicates that Regent universities are attracting more students from the community college sector. While transfers from other sectors of the educational community ebb slightly, the transfers from community colleges have increased steadily over the past decade.

Undergraduate and first professional enrollments increased in 16 of the 22 colleges. Graduate enrollments are down at the University of Iowa and Iowa State University while University of Northern Iowa graduate enrollments increased. Five of the 22 colleges reported increased enrollments at the graduate level.

Regent universities enrolled a slightly higher percentage of resident students this fall than last fall. Part of the nonresident enrollment is foreign students. Regent universities provide education 4,470 students from over 140 nations and territories around the world.

The percentage of women enrolling in the Regent universities increased to just over 50 percent. The University of Iowa and the University of Northern Iowa are predominantly female (52.4 percent and 58.5 percent, respectively) while Iowa State University is predominantly male (56.9 percent). The number of older students and minority students declined slightly this fall from last fall. The enrollment forms were revised during the past year to provide more information on students with disabilities. New data to be collected on disabled students will improve the quality of this portion of the report in the future.

Regent universities project that enrollments will be 3.8 percent greater at the end of the next decade than they are currently. Enrollments will not grow evenly across instructional levels. Projections are that graduate enrollments will decline before rising again slowly. Undergraduate enrollments will experience slow growth until Fall 2004 and then decline slightly.

Enrollments in the Regent universities are projected to grow until fall 2004 and then decline. University of Iowa officials project a small growth for fall 1998 followed by more moderate increases through 2005. University of Iowa officials project small enrollment decreased in 2006 and 2007. Iowa State University officials project small enrollment growth for fall 1998 followed by moderate enrollment increases through 2003. Beginning in 2005, Iowa State University officials project moderate enrollment declines. University of Northern Iowa officials project moderate enrollment growth through 2003 followed by enrollment declines. At each university, the decline in enrollment at the end of the decade will result in enrollment 2 to 5 percent greater than fall 1997 enrollment.

Iowa Braille and Sight Saving School officials project that enrollments will climb 5 students over the next ten years. However, services to students off-campus are expected to increase by 25 percent during the period. Iowa School for the Deaf officials project enrollment declines in the next three years as large classes graduate. Enrollments are projected to decline over the decade. Services to students off-campus are expected to rise for the next couple years and then decline.

A special enrollment report on Price Laboratory School reveals an enrollment of 560 students this fall. This is a decrease of 4 students from last fall. The enrollment includes 317 secondary students (+15 students over a year ago), 213 elementary students (-9 students from last fall), and 30 students in early childhood and pre-kindergarten classes (-10 students). Over half of the students at each instructional level are male. Minority students comprise 17 percent of the enrollment at Price Lab School, an increase of one-half percent over enrollment a year ago. African-American students are 11.4 percent of the students, Asian-American are 3.8 percent, Hispanic-Americans are 1.3 percent, and American Indian students are less than 1 percent of the students enrolled at Price Laboratory School.

Director Barak reviewed the information that was provided in the docket memorandum.

Superintendent Johnson stated that a second page of the report for the Iowa School for the Deaf was not provided to the Board Office. He said there will be several large graduating classes in the future. School officials have received 14 students' applications since the enrollment projection was made for the Iowa School for the Deaf. Since students are referral based, it is difficult to project enrollments. The additional 14 students would increase enrollments by 15 percent.

Regent Lande asked for an explanation for the projected university enrollments, noting that Iowa State University and the University of Northern Iowa predict to peak in three to five years with a subsequent decline while the University of Iowa predicts enrollments will remain relatively constant.

President Coleman asked University of Iowa Registrar Jerry Dallam to discuss the models for projecting enrollments, noting that she would not put great credence in the numbers.

Mr. Dallam stated that university officials were satisfied with the model. The last 10 years' projections were made on the basis of the most stable cohort -- entering freshmen coming directly out of high school -- along with expectations for graduate education enrollments. He said the projections were developed in consideration of K-12 enrollments in Iowa coupled with what is known about non-resident enrollments.

Regent Lande stated that some of the basic assumptions must be different among the three universities. He then asked about the minority enrollments, noting that the raw numbers indicated that the universities were not making any particular headway.

Interim Associate Provost Coulter responded that the experience this year at the University of Iowa was that the lack of progress was mostly attributable to diminished numbers of transfer students and graduate students. He noted that the number of entering minority freshmen was stable or increasing.

President Jischke stated that for Iowa State University the slight dip in projected enrollments was driven by demographics of Iowa high school students. With regard to minority student enrollments, he said the number of minority freshmen is up.

President Koob stated that the enrollment projections for the University of Northern Iowa are based on the demographics of Iowa high school students. With regard to minority student enrollments, he said the enrollments have been quite stable over the last 5 years with random fluctuations from year to year.

Regent Pellett asked about the inclusion of enrollment figures for the Price Laboratory School at the University of Northern Iowa.

Mr. Richey asked if the University of Northern Iowa still has an agreement with the Waterloo schools. President Koob responded that the University of Northern Iowa has an agreement with the local school district that allows a certain fraction of the student population to attend the Price Laboratory School. He noted that some areas of the local school district are excluded. University officials try to be representative at the Price Lab School of the Cedar Falls area enrollment.

Mr. Richey asked if the University of Northern Iowa still has an agreement with the Waterloo school district regarding busing. Regent Smith said there is an agreement although it is not the same type of agreement as it was previously.

Regent Pellett asked if the Regents are responsible for the budget of the Price Laboratory School at the University of Northern Iowa, noting that the Board had not received a report on the lab school since she has been on the Board. President Koob likened the lab school at the University of Northern Iowa to the experiment station at Iowa State University. The Price Laboratory School is within the College of Education budget. He noted that the cost per student was typical of that found in Iowa school districts.

Mr. Richey noted that the budget of the Price Laboratory School includes educational research.

Regent Smith expressed appreciation for the information about enrollment of students with disabilities.

MOTION: Regent Kennedy moved to (1) receive the report and (2) approve enrollment projections for fall 1998 to fall 2007. Regent Ahrens seconded the motion. MOTION CARRIED UNANIMOUSLY.

**GOVERNANCE REPORT ON STUDENT RETENTION AND GRADUATION RATES.**

The Board Office recommended the Board receive the report.

The Regent universities have graduation rates that are consistently above the national average for public four-year institutions. The most recently reported data show that all three universities continue to exceed national aggregate norms.

The most recent six-year graduation rates at Iowa State University and the University of Northern Iowa each increased slightly, to 60.1 percent and 60.4 percent, respectively. The comparable rate at the University of Iowa declined slightly from 62.7 percent to 61.9 percent. The most recent national average for all Division I schools in the National Collegiate Athletic Association was 56 percent.

The University of Iowa and Iowa State University reported six-year graduation rates below the median of those at comparable peer institutions for the past five years. The University of Northern Iowa's graduation rate is above those of all but one of the schools in its established peer group.

The Regent universities have relatively stable retention rates that are consistent with or somewhat better than national indices. Eighty-two percent or more of last year's entering freshman class at each institution returned for their second year of studies. Iowa State University's most recent strategic plan sets a target of 90 percent retention for its incoming freshmen.

Graduation and retention rates for racial and ethnic minority students at the Regent universities continue to be below those for non-minority students in most instances. This pattern is generally confirmed in national studies.

The average graduation rates for African-American and Hispanic students in the last four reporting years at the University of Iowa exceed national averages among NCAA Division I institutions. Graduation rates for minority students are generally somewhat below national averages at Iowa State University and the University of Northern Iowa.

Graduation rates for women are generally higher than those for men at Regent institutions and nationally. This trend has been inverted at the University of Northern Iowa for the past three years, with men graduating at a higher rate than women.

Director Barak stated that this report provided a longer-term perspective. It contained some good news and some not-so-good news. He said graduation rates are consistently above the national average for public 4-year institutions. The University of Iowa has the highest 4-year graduation rates of the Regent universities. He noted that racial and ethnic minority group retention and graduation rates tend to be below those of the rest of the student body. He stated that next month the Board will receive an additional enrollment report on the entering class of 1990, which is a periodic report to the Board.

Mr. Richey pointed out that each of the institutions is addressing the issues of retention and graduation rates in the strategic plans. The goals are substantially above the current level.

Regent Pellett stated that although the goals were higher they were still realistic. She addressed the improvement in the retention rate of the first-year class and said that was a start toward improving graduation rates.

ACTION: Acting President Arenson stated the Board received the report, by general consent.

**LEGISLATIVE PROGRAM, 1998 SESSION.** The Board Office recommended the Board (1) give preliminary consideration to the proposals noted below for inclusion in the Board's legislative program for the 1998 session and (2) request that any additional suggestions for the Board of Regents legislative program be provided to the Board Office for inclusion in the legislative program for Board approval at the December Board meeting.

Prior to the convening of the Iowa Legislature each year, issues are identified for inclusion in the Regents legislative program. The following proposals were submitted to the Board for consideration at its October meeting:

- Iowa Waste Reduction Center
- ICN related issues
- Board-approved three-year Regent technology initiative for \$10.1 million per year
- Indigent health care services
- Governor's Commission on Educational Excellence
- ACCESS Education Commission
- College savings plans

The State Department of General Services proposed to request the General Assembly to increase the public bid requirement for construction, repairs, or public improvements from \$25,000 to \$100,000. The Board Office recommended that the Board support the proposed change.

Mr. Richey stated that next month this item would be before the Board for adoption of its legislative program. He noted that a major issue last session was the Iowa Communications Network; it would likely be an issue this coming session. Some work is being done on it.

Regent Pellett asked if the Board of Regents is represented on the Access Education Commission. Mr. Richey stated that President Coleman is a member of the commission and Dr. Barak is also involved with it.

President Coleman stated that she has attended every single meeting of the commission. She has tried vigorously to represent the interests of the Regent universities. She said the commission's report was still in draft form.

**ACTION:** Acting President Arenson stated the Board, by general consent, (1) gave preliminary consideration to the proposals noted below for inclusion in the Board's legislative program for the 1998 session and (2) requested that any additional suggestions for the Board of Regents legislative program be provided to the Board Office for inclusion in the legislative program for Board approval at the December Board meeting.

**REPORT OF THE BANKING COMMITTEE.** (a) General Report. The Board Office recommended the Board accept the report of the Banking Committee.

Regent Kennedy stated that earlier that afternoon the Banking Committee reviewed a proposed financing plan for Maple Hall renovation/flood control site improvements at Iowa State University. The proposal was for a 20-year bond issue. She said the Banking Committee was presented with the quarterly investment and cash management reports for the first quarter of FY 1998, the status of institutional internal audit follow-up, the State Auditor's report of selected departments at Iowa State University, and revenue bond fund audits at Iowa State University.

Regent Kennedy stated that the Banking Committee recommended the Board approve the proposed refunding of Iowa State University academic building revenue bonds, series 1987 and 1989.

MOTION: Regent Kennedy moved to approve the proposed refunding of Iowa State University academic building revenue bonds, series 1987 and 1989, and to accept the report of the Banking Committee, as presented. Regent Fisher seconded the motion. MOTION CARRIED UNANIMOUSLY.

(b) Financing of Hilton Coliseum Video Board, Iowa State University. The Board Office recommended that the Board authorize the Executive Director, subject to completion of necessary borrowing and legal requirements, to approve master lease financing in the amount of \$900,000 for the purchase of a video display board for Hilton Coliseum.

Subject to completion of borrowing and legal requirements, Iowa State University officials requested that the Executive Director be authorized to approve the use by Iowa State University of master lease financing in the amount of \$900,000 for the purchase of a video display board for Hilton Coliseum. Revenues from sponsors will finance a Mitsubishi Video Board, which will cost \$1.2 million.

Five-year sponsor agreements have been negotiated which would initially provide \$351,000. It was proposed that the balance of the equipment cost, \$900,000, be borrowed through the Board's master lease agreement with Norwest Investment Services. This amount would be repaid from sponsor revenues from the remaining four years of their agreements. At the current interest rate of 5.33 percent, semi-annual lease repayments would be approximately \$116,000.

University officials are in the process of working out final financing arrangements with Norwest and the Regents bond counsel to ensure compliance with IRS regulations on Unrelated Business Income Tax and private purpose use of tax exempt financing. It

was recommended that the Board authorize the Executive Director to approve financing of the project subject to completion of necessary borrowing and legal requirements.

Regent Kennedy stated that the Banking Committee reviewed the proposal to finance the video board at Iowa State University's Hilton Coliseum, and recommended Board approval.

**MOTION:** Regent Fisher moved to authorize the Executive Director, subject to completion of necessary borrowing and legal requirements, to approve master lease financing in the amount of \$900,000 for the purchase of a video display board for Hilton Coliseum. Regent Ahrens seconded the motion.  
**MOTION CARRIED UNANIMOUSLY.**

**GOVERNANCE REPORT ON TECHNOLOGY TRANSFER.** The Board Office recommended the Board receive the planning reports on technology transfer and economic development from the three Regent universities.

Each year the three Regent universities are required by statute to prepare a planning report on technology transfer and economic development activities. The reports represent an important status report on an aspect of university contributions to economic development in the state of Iowa.

Below is a brief summary of the activities and progress on each of the technology transfer/economic development goals by each Regent university.

University of Iowa

Goal I. Provide leadership in developing and disseminating intellectual property policies that maximize opportunities for technology transfer in a manner consistent with the academic missions of the university.

Selected Actions: The University of Iowa has taken various actions consistent with national guidelines, its policies are clear and researchers are aware of the technology transfer opportunities.

Goal II. Ensure maximum coordination of formal technology transfer activities with other, more broadly based, corporate relations activities.

Selected Actions: The SUI/SUI Foundation Steering Committee, which includes the top administrators of the University of Iowa and the University of Iowa Foundation, meets once per month to coordinate major grant and gift

proposals, to insure that requests coincide with institutional priorities and capabilities.

- Goal III. Increase technology transfer activities by increasing the number of corporate research contracts.

Selected Actions: Over the last year corporate sponsored research at the University of Iowa was stable at \$24.4 million. During the year staff in the University of Iowa grants and contracts office successfully negotiated 344 corporate research agreements, an increase from 300 in 1996. In addition, the Office of Research Marketing handled 512 contacts from 327 companies, and hosted 24 corporate visits during the past year. The office attempts to respond to all phone, e-mail, fax and other inquiries within three working days.

- Goal IV. Enable commercial use of University of Iowa intellectual property.

Selected Actions: For the fourth time in five years the number of invention disclosures received by the University of Iowa Research Foundation (UIRF) reached an all-time high in FY97. Eighty-six disclosures were received compared to 74 received in FY 96. This increase puts the UIRF on schedule to meet its target of 90 within five years.

- Goal V. Encourage creation of new businesses able to take advantage of University of Iowa resources.

Selected Actions: The University of Iowa has undertaken various tactics designed to facilitate this goal including: joint review of applications with the John Pappajohn Entrepreneurial Centers, participation in various meetings, and improved the environment for Technology Innovation Centers (TIC) tenant firms.

Goal VI. Encourage business location in Iowa.

Selected Actions: The university entered a land lease agreement to develop the National Advanced Driving Simulator (NADS) on Lot 20 of the Oakdale Research Park. Work continued on architecture, bids were accepted for construction, and infrastructure was provided to serve the NADS site. Ground will be broken for NADS in late-1997 in the expectation that the simulator apparatus will be installed in the facility by fall, 1998 and will be made operational by early 1999.

University of Iowa officials report the completion of equipment installation in the Center for Biocatalysis and Bioprocessing and the physical expansion of the Center for Advanced Drug Development.

Goal VII. Maintain consistency between academic planning and planning for technology transfer.

Selected Actions: Planning is on schedule and consultation occurs on a regular basis.

#### Iowa State University

Goal I. As part of the goal of strengthening its overall research efforts, Iowa State University will strengthen research programs related to technology development and economic development.

Selected Actions: New technologies are being disclosed on a regular basis from Iowa State University programs. These provide the basis for continuing licensing to Iowa companies. About one-third of new disclosures finally result in a new patent. Iowa State University is typically among the top ten universities in the number of patents issued to it each year. Institute for Physical Research and Technology (IPRT) technologies that measure the amount of carbon in coal ash, sequence DNA, and form improved permanent magnets were 1997 R&D 100 Award winners. A total of 40 research agreements with companies were signed. Thirty-seven of these involved Iowa Industrial Incentive Program (IIP) funds for a total of \$331,062. Total research value provided to Iowa companies was \$1,627,270.

Goal II. Strengthen outreach and extension efforts related to technical assistance, community and economic development.

Selected Actions: As a result of technical assistance provided by the Iowa Demonstration Laboratory (IDL) an Iowa manufacturer in fiberglass truck bodies will implement ultrasonic thickness measurements in its manufacturing process and anticipates significantly greater product quality control and an enhanced market share. A faculty member in Industrial Education and Technology provided assistance to a company in Pella by designing and implementing an internal customer satisfaction scale for the human resource area. About 20 technical sales representatives of a major Iowa food processor participated in a Starch Short Course conducted by faculty members in Food Science and Human Nutrition and Center for Crops Utilization Research (CCUR). A lecture and pilot plant training were provided on how to process starch into food products.

Employees in the Center for Industrial Research and Service (CIRAS) trained a Mason City manufacturer's internal auditors and its 450 employees in ISO 9000 and basic quality concepts, conducted a pre-certification audit, and provided advice on documentation. This company is now certified to ISO 9001.

Seventy-five agricultural loan officers, bank managers, and bank examiners attended the 51st Agricultural Credit School during June 1997. They received technical assistance on principles and methods of evaluating credit applications, managing existing portfolios, resolving problem loans, loan documentation standards, uniform commercial code requirements, portfolio management, and customer relations.

A Fort Dodge company started with no prior business experience or knowledge of product line. CIRAS, working with the Business & Technology Center in Fort Dodge, provided assistance in developing business systems, including product costing, documentation and marketing. Assistance was also provided in obtaining financial support and certification as a Targeted Small Business. This company later won the Greater Fort Dodge Chamber of Commerce "Rookie of the Year" award and is represented on the Governor's Advisory Council on Vocational Rehabilitation.

ISU's Office of Biotechnology continued its biotechnology training program for high school teachers. Four workshops were held with 88 teachers in attendance: two 4-day Biotech Education Workshops on basic and advanced biotechnology, a 3-day workshop for agriculture education instructors, and a

2-day course for family and consumer sciences teachers in cooperation with the Department of Family and Consumer Sciences Education and Studies. The workshops were taught by a Master Science Teacher from Woodward-Granger High School who also developed 3 new laboratory protocols and revised 3 existing ones for use in high schools throughout Iowa.

Faculty members in Food Science and Human Nutrition and in Horticulture worked with the Iowa Department of Inspection and Appeals to host the Apple Cider School and Certification in July 1997. Iowa apple cider producers and state inspection personnel attended the school to learn food safety practices and varietal selection procedures.

A statewide survey of cattle producers was conducted by a faculty member in Sociology to determine their perceptions of needs in coming decades; results were presented to the Iowa Cattlemen's Association. Beef producers most wanted to learn more about how to satisfy consumers. They also were very interested in learning how to gain access to markets and market information.

Faculty members in Community and Regional Planning have worked with three areas in planning and development projects:

- Assistance was provided to Grinnell leaders who needed help with revitalizing their downtown, locating the Noyce Institute and improving the entrances to Grinnell.
- Dallas County requested assistance in dealing with the population overspill from Des Moines to the county. The project involved determining the extent of this population overspill, transforming this population growth into land use needs that the county should meet and discussing tools and techniques on how to manage this growth.
- Assistance was provided to Red Oak leaders in regard to redeveloping their downtown area.

Goal III. Strengthen initiatives to stimulate economic development.

Selected Actions: In 1997 nine companies had their formation based in part in technologies arising at Iowa State University. Thirty companies have had such assistance from 1984-1996. The Small Business Development Center and the ISU Pappajohn Center for Entrepreneurship have collaborated on several projects in the area of business development. Over 30 new

businesses have been created of which nine are related to Iowa State University technologies and are included in the company list in Action 1. These businesses range from home-based to manufacturing; the technologies include software, powdered metals, computer hardware, veterinary services and others. Some examples of how the center has assisted the businesses include:

- The centers have recruited an experienced salesperson to assist a company in developing a sales and marketing plan, making initial sales calls, and developing a sales team. An experienced CFO and investor has also been recruited to participate in this company's activities. The company is now attempting to raise \$4 million dollars to capitalize expected growth.
- An experienced sales/management person was recruited to assist two companies in developing initial sales strategies, making sales, and training companies in selling. Both companies are experiencing substantial increases in sales.
- Students are assisting companies with market research, customer identification/qualification, and business plan writing.

During Fall 1996, a new disease "Sow Abortion and Mortality Syndrome" was identified in southeast Iowa and several other states in the U.S. Primary symptoms were abortions in sows with high mortality. College of Veterinary Medicine scientists, in cooperation with scientists at the USDA's National Animal Disease Center and National Veterinary Services Laboratory, identified a variant of the porcine reproductive and respiratory syndrome virus as the causative agent of this disease. A special ICN presentation was organized in March 1997, and the latest information on this new disease was presented to 108 practicing veterinarians at 20 ICN sites across Iowa. Information on clinical signs, experimental data and methods for treatment and control were also shared with the audience. This unique experience will serve as a model for investigating emerging disease outbreak and transferring latest technology to the practicing veterinary community.

An Iowa company received a \$40,000 value-added grant from the state of Iowa to work with canned pork products. The company worked with a faculty member in Food Science and Human Nutrition to develop formulae for five products that would be eligible for the natural foods labeling under the governmental guidelines. The products will be canned and sold at the deli

and/or meat counters of grocery stores as well as some restaurant operations.

A Materials Science and Engineering faculty member assisted a company in Traer to identify and eliminate the metallurgical source of premature failures in industrial razor blades produced by this company. The research utilized scanning electron microscopy and x-ray diffraction analysis and clearly determined that there was a problem in the heat treatment of the blades.

New technologies originating in Iowa State University are being contributed to the Iowa economy. Technologies licensed to Iowa companies resulted in nearly twelve million dollars of sales by those companies in 1996.

A local company was experiencing long lead times in production, some late shipments, excessive overtime and an inability to increase rate of output to take advantage of marketing opportunities. CIRAS, working with ISU College of Engineering faculty, assisted with Theory of Constraints training and implementation. Five days were spent working with the main implementation team, with three months of bi-weekly follow-up sessions. As a result, the company's shipped sales rose by 25 percent; throughput per constraint hour has doubled, and inventory was reduced by 5 percent.

#### University of Northern Iowa

Goal I. INTELLECTUAL VITALITY: Create and maintain an intellectually demanding and stimulating environment for all members of the university community.

Selected Actions: University of Northern Iowa made numerous efforts to prepare students to use state-of-the-art technology including projects in the College of Business Administration. The Metal Casting Center (MCC), and the Recycling, Reuse, Technology Transfer Center (RRTTC), and the Ag-Based Industrial Lubricant Research Program (ABIL).

The University of Northern Iowa Institute for Decision Making (IDM) client base has grown from 224 in 1992 to 341 in 1997.

University of Northern Iowa's College of Business Administration provided marketing and market research assistance to 956 clients in 1997, an increase of 87 over 1996.

University of Northern Iowa has provided technology assistance through training and technical assistance that included workshop and pilot assistance to large and small Iowa businesses.

The Small Business Development Center (SBDC) assisted 35 start-up businesses in the areas of communications and manufacturing that capture and use new technologies.

Goal II. **RESOURCES:** Effectively manage internal resources and aggressively seek external resources to support university programs and aspirations.

Selected Actions: University of Northern Iowa developed funding base from federal, state, private, and business sources to deploy technology to further develop the university's expertise in specialized fields.

Examples of the funding base include \$150,000 from the Department of Economic Development, \$200,000 from state agriculture, and \$50,000 from the Iowa Soybean Promotion Board, and \$90,000 for small business and education programs Iowa.

Goal III. **EXTERNAL RELATIONS:** Develop appreciation and support for the values, programs, and services of the university.

Selected Actions: University of Northern Iowa interconnects and partners with numerous Iowa government entities and associations including the Iowa Department of Economic Development, Iowa Department of Natural Resources, U.S. Department of Agriculture, the Iowa Soybean Promotion Board and the United Soybean Board.

President Coleman stated that Vice President Skorton was to have given the University of Iowa's report on technology transfer; however, he was invited to Cape Canaveral for the shuttle launch. She said one of the university's engineering professors has a project going up on the shuttle.

President Coleman reviewed the University of Iowa's report on technology transfer. She discussed the goals and the progress in meeting each of the goals.

Regent Lande asked what was meant by "invention disclosure" and how many ideas are patented. President Coleman said invention disclosure was the process by which a determination is made whether or not a patent should be sought. Out of 211 patent applications, there have been 144 patents received.

President Coleman stated that the royalty and license fee income for FY 1987-1997 was \$5.3 million. She noted that a product called Hemassist, developed at the University of Iowa, was in the final stages of clinical trials in Europe and the United States. The company holding license to the product expects to begin marketing the product for commercial sales in late-1999 to early-2000. University officials are very optimistic about the product. Its success will have a very large impact on the University of Iowa including revenues for research.

President Jischke introduced John Dobson of Iowa State University's graduate college to present Iowa State University's report on technology transfer.

Professor Dobson, Associate Vice Provost for Research, presented highlights of activities that have taken place in the area of technology transfer. He said some of the activities take place in the academic colleges, some in contract research, and some in research with companies. He reviewed the number of patents issued this year, the number of disclosures, and the number of licenses. He said the extension focus of Iowa State University means there are a tremendous number of programs relating to people across the state.

Acting President Arenson recognized Professor Edward Brown, Director of Environmental Programs, University of Northern Iowa.

Professor Brown presented the University of Northern Iowa's report on technology transfer. He said the university has economic development and technology transfer goals and activities even though it is not one of Iowa's research universities. He noted that the university's centers are now all housed within academic colleges which has facilitated economic development and technology transfer activities. He presented the university's new intellectual property policy. He discussed experiential learning opportunities provided to students which includes internships. He presented two projects that demonstrated the results of these activities. The projects related to soy-based oil and grease, and automobile recycling.

Acting President Arenson commended officials of all three universities for their great progress. He expressed appreciation for their hard work and dedication.

**ACTION:** Acting President Arenson stated the Board received the planning reports on technology transfer and economic development from the three Regent universities, by general consent.

**GOVERNANCE REPORT ON FIRE AND ENVIRONMENTAL SAFETY.** The Board Office recommended the Board (1) receive the governance report on fire and

environmental safety and (2) encourage the institutions to continue to correct identified deficiencies as expeditiously as possible within the limits of available funding.

In recent years, the institutions have made major efforts to correct fire safety deficiencies identified by the State Fire Marshal's office and campus personnel. From FY 1993 through FY 1997, fire safety projects totaling \$15.9 million were completed in general fund facilities; this sum does not include fire safety projects addressed as components of major renovation projects. Projects totaling \$11.8 million are planned or will continue for FY 1998.

While substantial progress has been and is being made to correct deficiencies, changing safety standards, aging buildings and changes in building usage will require continuing commitments for fire and environmental safety. Identified deficiencies which are potentially life threatening are promptly addressed and corrected, or facilities are closed until they can be made safe; lesser risks are prioritized using multiple factors including hazard assessments and regulatory requirements.

Additional funding needed to correct deficiencies identified by the State Fire Marshal is \$4.1 million, excluding work planned for FY 1998. This cost has been significantly reduced from Fall 1996 as additional fire safety items are being undertaken.

Associate Director Racki reviewed the information that was provided in the docket memorandum.

Mr. Richey noted that there were no life-threatening projects that were not being addressed.

Regent Fisher said it appeared that close to \$16 million was spent in 5 years and that next year \$11.7 million would be spent. Associate Director Racki said the total shown for 1993-97 was for projects that were completed. The total shown for fiscal year 1998 was for projects that are in some stage of completion.

Acting President Arenson noted that there had been a significant reduction in the amount of deferred maintenance from 1996 to 1997.

**ACTION:** Acting President Arenson stated the Board, by general consent, (1) received the governance report on fire and environmental safety and (2) encouraged the institutions to continue to correct identified deficiencies as expeditiously as possible within the limits of available funding.

**GOVERNANCE REPORT ON DEFERRED MAINTENANCE.** The Board Office recommended the Board (1) receive the governance report on deferred maintenance and (2) encourage the institutions to continue to correct identified deficiencies within the limits of available resources.

Deferred maintenance has been a high priority of the Board of Regents for a number of years and the institutions have made major efforts to correct deferred maintenance in campus facilities. Deferred maintenance items may be corrected individually or as part of renovation/renewal projects. From FY 1993 through FY 1997, deferred maintenance projects totaling \$55.8 million were completed by the Regent institutions in general fund buildings and utilities; this amount includes projects totaling \$8.7 million completed in FY 1997. Projects planned for or continued in FY 1998 total \$14.1 million. During the same period of time renovation projects have corrected significant amounts of deferred maintenance.

Although significant sums of money have been expended to address deferred maintenance, it continues to exist. The estimated amount of deferred maintenance in general fund facilities and utilities, as identified through the normal course of work and not through a complete facilities audit, is \$90 million. The estimated amount of deferred maintenance in general fund buildings has increased by \$3.6 million from Fall 1996 to Fall 1997, excluding the work to be taken in the identified fiscal year and work to be incorporated into major renovations.

Since deferred maintenance results from insufficient funding for both routine maintenance and renewal and replacement projects, adequate funding in the operating budget is needed. Failure to fund adequately these two categories will increase the amount of deferred maintenance. The Board's FY 1999 and FY 2000 operating budget requests include \$1.8 million each year for building renewal to help address deferred maintenance.

Associate Director Racki reviewed the information provided in the docket memorandum.

Regent Pellett expressed appreciation for the campus tours of deferred maintenance problems. She said it allows the Regents to make better informed decisions, and noted that deferred maintenance is a problem.

Vice President True stated that a table in the docket memorandum indicated that as of fall 1997 deferred maintenance in the area of utilities was zero at the University of Iowa. However, he said there is deferred maintenance in the utilities area. Because utilities is a self-supporting enterprise it was not reported.

Mr. Richey said the report would be corrected to reflect the University of Iowa utilities deferred maintenance. (The total amount of deferred maintenance shown on page 392 includes the reported amount for the University of Iowa.)

**ACTION:** Acting President Arenson stated the Board, by general consent, (1) received the governance report on deferred maintenance and (2) encouraged the institutions to continue to correct identified deficiencies within the limits of available resources.

**GOVERNANCE REPORT ON PURCHASING.** The Board Office recommended the Board (1) receive the annual governance report on purchasing activity of Regent institutions for FY 1997 and (2) continue to encourage the institutions to develop strategies to meet statutory objectives regarding purchasing from Iowa-based businesses, targeted small businesses, and Iowa Prison Industries.

In FY 1997, Regent institutions purchased \$373.9 million through central purchasing offices, representing an increase of 0.5 percent over \$372.1 million in FY 1996. Cost savings have been realized through an aggregate decline in purchase orders (3.9 percent), increased use of procurement cards, and other institutional specific measures. Improvement of procurement processes has allowed purchasing staff to focus on higher value-added services such as negotiating price discounts and assisting departmental staff with developing RFPs.

Purchases from Iowa-based businesses totaled \$183.1 million in FY 1997, representing a decline of \$7.7 million (4.0 percent) from \$190.8 million in FY 1996. Purchases from state-based small businesses increased \$6.6 million (10.3 percent) to \$70.3 million for FY 1997. As Regent institutions strive to achieve lower costs, it will be difficult to maintain the same percentage levels of purchasing from Iowa-based businesses. Technological improvements and evolving business practices will continue to favor nationwide suppliers over Iowa-based enterprises.

In FY 1997, Regent institutions purchased \$8.3 million from targeted small businesses (TSB), which represents 2.5 percent of eligible purchases. Regent institutions purchase many goods and services that are not supplied by targeted small businesses. Eligible small businesses that do not register with the Department of Economic Development cannot be counted in the TSB base. The Board Office, institutional purchasing staff, and representatives from the Departments of Economic Development and Inspections and Appeals are working together to improve Regent institution TSB purchasing and develop reporting statistics that accurately reflect TSB and are consistent with other

state agencies. Statewide TSB purchasing averaged 4.8 percent for FY 1997, which may be artificially inflated by the Department of Transportation's numbers.

Purchases from Iowa Prison Industries (IPI) increased three-fold from \$115,516 in FY 1996 to \$347,829 in FY 1997. Institutional purchasing staff are working with IPI representatives to identify and develop products for the institutions.

Cooperative purchasing has been a high priority for the Board of Regents and the institutions since 1992 when MGT of America, Inc., in a comprehensive study of purchasing by Regent institutions, recommended greater interinstitutional coordination and the use of joint purchasing contracts. In FY 1997, institutional purchases through cooperative purchasing agreements increased \$12.4 million (15.5 percent) to \$92.4 million and represented nearly 25 percent of total FY 1997 purchases.

The Department of General Services is expected to propose legislation which will increase the bid requirement threshold for government contracts from \$25,000 to \$100,000. The Board Office recommended that the Board support the increase in the public bid requirement.

Assistant Director Brodkey presented a summary of the report.

**ACTION:** Acting President Arenson stated the Board, by general consent, (1) received the annual governance report on purchasing activity of Regent institutions for FY 1997 and (2) continued to encourage the institutions to develop strategies to meet statutory objectives regarding purchasing from Iowa-based businesses, targeted small businesses, and Iowa Prison Industries.

**GOVERNANCE REPORT ON FRINGE BENEFITS.** The Board Office recommended the Board receive the annual governance report of fringe benefits for employees for fiscal year 1997.

Total employer cost of insurance and retirement programs at the five Regent institutions and the Board Office was \$228 million (all funds) for fiscal year 1997. This was an increase of about 6 percent over the previous year. Costs for insurance and retirement programs average about 25 percent of nonstudent payroll.

Contributions to retirement programs totaled \$159.1 million. The great majority of the employees of the Board of Regents have selected TIAA-CREF as their retirement option. In addition to TIAA-CREF, employees may also choose IPERS or an approved plan for their retirement option.

The employer contributes 10 percent to TIAA-CREF (or an approved substitute) while the employee contributes 5 percent. The IPERS contribution rate is 5.75 percent for the employer and 3.7 percent for the employee. Both the employer and employee contribute to social security (6.2 percent each) and to Medicare (1.45 percent each).

Cost for life, long-term disability and accidental death and dismemberment insurance was \$12.8 million.

The employer's share of health and dental insurance premiums was \$67.3 million. Employees contributed \$18.5 million or about 22 percent of the total cost of the health and dental insurance programs.

The cost of sick leave (1.0 million hours) used in fiscal year 1997 by employees of the Board of Regents was \$17.1 million. The overall average annual usage per employee was 50.5 hours. The fiscal year 1996 average usage was 50.2 hours. The overall average merit employee usage was 75.3 hours per year; while overall average P&S usage was 48 hours per year. In accordance with the Code of Iowa, state employees earn 18 days of sick leave per year (1½ days per month).

The cost of vacation leave (2.8 million hours) used in fiscal year 1997 by employees of the Board of Regents was \$53.3 million. P&S employees and 12-month faculty accrue 22 days of vacation per year. Regents Merit System employees and other employees outside of the Board of Regents accrue vacation based on years of service, i.e., two weeks per year in the first four years increasing to five weeks in the 25<sup>th</sup> year of service and beyond.

Changes in benefit offerings during fiscal year 1997 include:

- Iowa State University instituted a flexible benefits program, the ISU Plan, for its faculty, professional and scientific and supervisory merit staff. The plan gives employees four options from which to select health insurance coverage – an indemnity plan, a catastrophic plan, an HMO and a point of service plan. In addition, two levels of dental coverage and additional life and long term disability options are available.
- The University of Northern Iowa added Unity Choice, a managed care plan, which is available to P&S and supervisory merit staff.

Effective August 1, 1997, the State of Iowa eliminated the longstanding Blue Cross Blue Shield Plans 1, 2 and 3. The new Plan 3 Plus is now the only indemnity plan available to state employees. AFSCME-covered employees of the Board of Regents are included in this group along with employees of the special schools and Board Office. The state pays for full cost of single coverage and 70 percent of the cost of family coverage.

Two of the four plans at Iowa State University require a contribution by employees for single coverage. One plan at the University of Iowa requires an employee contribution for single coverage.

In fiscal year 1999, any increases in premiums in Plan 3 Plus will be split equally between the employer and the employee. With the new Plan 3 Plus, the Regents' cost for the state insurance plans increased approximately 8 percent in fiscal year 1998. Plan 3 Plus is an 80/20 plan identical to the Plan III with the following enhancements:

- Diabetic education
- Electronic filing of pharmacy claims
- Removal of \$10,000 lifetime maximum for outpatient mental health claims
- \$25,000 lifetime maximum per couple for infertility treatments

In general the health insurance programs administered by the universities have higher deductibles and out-of-pocket maximum than the state Plan 3 Plus.

The employer contribution for the University of Iowa health insurance plans will increase approximately 17 percent in January 1998. The rate increase in 1998 is due to the fact that claims exceeded projected premiums in 1997. The 1998 increase will recoup the loss from 1997 and cover medical inflation and increased claims cost in 1998. The university's rates did not increase from 1996 to 1997.

The employer contribution for the university plan at the University of Northern Iowa increased 14.4 percent from fiscal year 1997 to fiscal year 1998. The Unity Choice program increased 11.3 percent.

Insurance programs at Iowa State University will increase approximately 10 percent.

Based on surveys conducted by TIAA-CREF, the American Association of University Professors and Ohio State University, the benefit packages offered at the Regent institutions are comparable in cost as a percent of payroll and in benefits offered with other public universities.

Regent Pellett stated, on behalf of the Employee Health Insurance Study Group, that all three universities are offering some kind of cafeteria plan. The universities are making some headway although health care costs are gigantic.

Regent Lande said he found it interesting that the Code requires 18 days of sick leave per year which is higher than industry standards. Mr. Richey said that has been the case for a number of years. He noted that other agencies cite usage of sick leave by merit employees as being higher than for professional employees. He said there is an incentive of \$2,000 pay-out for accrued sick leave upon retirement. There is also some conversion of sick leave to annual leave although it is fairly conservative.

Regent Fisher stated that his company has been fairly successful in addressing sick leave usage. For every day of sick leave that is unused, the employee is paid 50 percent of the value at Christmas time. He noted that in the private sector in most cases there is no accrual of sick leave from year to year.

Regent Lande noted that state employees accrue sick leave at a rate of 144 hours per year. He stated that this policy issue was something the Board should look at.

Regent Smith asked if the Regents have the flexibility of addressing the policy. Mr. Richey responded that they did not, in terms of accrual. In terms of incentive, he said some legal research would be done.

Vice President Madden stated that, having been involved in the collective bargaining process, the ability to provide incentives or make changes has been very restricted. It will take statewide consensus before much can be done to make these changes at the Regent level. He said there is a reluctance to let any one entity deviate from what has been bargained statewide.

Mr. Richey said there would be a review of the non-bargaining employees to see if there is something of mutual interest to the employee and employer that could be done that would still be within the purview of the Code.

**ACTION:** Acting President Arenson stated the Board received the annual governance report of fringe benefits for employees for fiscal year 1997, by general consent.

**BOARD OFFICE PERSONNEL TRANSACTIONS.** The Board Office reported that there were no items on its Register of Personnel Transactions this month.

**APPROVAL OF VENDORS WITH A POTENTIAL CONFLICT OF INTEREST.** The Board Office recommended the Board (1) approve the request from the University of Iowa to add the name of Nancy Williams to the University of Iowa list of approved vendors with a potential conflict of interest and (2) approve the request from Iowa State University to add the firm of Berkland Cyber Services to the Iowa State University list of approved vendors with a potential conflict of interest.

University of Iowa officials requested approval to add the name of Nancy Williams, co-owner of Fudge Because..., to the list of approved vendors with a potential conflict of interest. Nancy Williams is an Administrative Associate in the Office of the Provost at the University of Iowa. She and two others jointly own Fudge Because..., a business specializing in locally produced and packaged custom fudge.

Iowa State University officials requested approval to add the firm Berkland Cyber Services to the list of approved vendors with a potential conflict of interest. Melva Berkland, the wife of the firm's president, is employed as a communications specialist in the Extension Communications Department at Iowa State University. Berkland Cyber Services seeks to provide various computer consulting services to Iowa State University.

Universities' officials provided assurances that procedures in place will be applied to these vendors ensuring adherence to the conflict of interest policy.

**MOTION:** Regent Fisher moved to (1) approve the request from the University of Iowa to add the name of Nancy Williams to the University of Iowa list of approved vendors with a potential conflict of interest and (2) approve the request from Iowa State University to add the firm of Berkland Cyber Services to the Iowa State University list of approved vendors with a potential conflict of

interest. Regent Smith seconded the motion, and upon the roll being called, the following voted:  
AYE: Ahrens, Arenson, Fisher, Kelly, Kennedy, Lande, Pellett, Smith.  
NAY: None.  
ABSENT: Newlin.

MOTION CARRIED.

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

Anticipated expenditures are expected to be very close to the budgeted amount for fiscal year 1998.

**ACTION:** This report was received by consent.

**BOARD MEETINGS SCHEDULE.** The Board Office recommended the Board approve the Board meetings schedule.

December 17-18, 1997	West Des Moines Marriott Hotel	West Des Moines
January 15, 1998	Telephonic Conference Call	
January 19-21, 1998	Board Retreat at Marriott Hotel	West Des Moines
February 18-19, 1998	University of Iowa	Iowa City
March 18-19, 1998	Iowa State University	Ames
April 14-15, 1998	Iowa School for the Deaf	Council Bluffs
May 20, 1998	Iowa Braille and Sight Saving School	Vinton
May 21, 1998	University of Northern Iowa	Cedar Falls
June 15-17, 1998	University of Iowa	Iowa City
July 15-16, 1998	Iowa State University	Ames
September 23-24, 1998	University of Iowa	Iowa City
October 21-22, 1998	University of Northern Iowa	Cedar Falls
November 18-19, 1998	Iowa State University	Ames
December 3, 1998	(To be determined)	Des Moines
January 20, 1999	Telephonic Conference Call	
February 17-18, 1999	University of Iowa	Iowa City
March 17-18, 1999	Iowa State University	Ames
April 21, 1999	Iowa Braille and Sight Saving School	Vinton
April 22, 1999	University of Northern Iowa	Cedar Falls
May 19-20, 1999	Iowa School for the Deaf	Council Bluffs
June 16-17, 1999	University of Iowa	Iowa City
July 14-15, 1999	Iowa State University	Ames

GENERAL  
November 18-19, 1997

September 15-16, 1999	University of Northern Iowa	Cedar Falls
October 20-21, 1999	University of Iowa	Iowa City
November 17-18, 1999	Iowa State University	Ames
December 15-16, 1999	(To be determined)	Des Moines

Regent Pellett asked if the January 1998 retreat was scheduled for three days.

Regent Ahrens noted that President Newlin said that on the evening of January 19 there would be a tour and dinner at Pioneer for those who would want to come in the night before.

Regent Fisher said that was also his recollection.

Regent Pellett asked if the expectation was that the Regents would then be working for two days to finish up the business that was begun at the October 1997 retreat. Acting President Arenson said he thought the expectation was that the retreat would adjourn midway through the 21<sup>st</sup>.

Regent Smith asked if the Regents would have an opportunity to revisit the retreat schedule prior to January. The current schedule would consume a lot of time.

Mr. Richey stated that these comments would be reported to President Newlin and a request would be made to revisit the time set aside for the retreat.

Acting President Arenson stated that the Board meeting schedule would be reviewed at the December meeting. The Regents might want to bring up their concerns when President Newlin is in attendance.

Regent Lande stated that several of the Regents had commented that the Board of Regents meetings have stretched out longer than they would like. He said they will devote the time necessary to do the work but the scheduling creates a lot of dead space.

Acting President Arenson said the comments would be passed along.

Regent Kennedy noted that in January the Board would likely be interviewing executive director candidates. There was also a retreat scheduled for January.

Regent Fisher suggested that the interview dates should be scheduled soon and that the retreat and interviews be consolidate into one day each, back to back.

Regent Lande said the search committee had discussed the possibility of using Saturday as a meeting day. Regent Smith suggested they might meet on a Friday and Saturday.

Mr. Richey stated that some discussions needed to take place between President Newlin and the Regents between now and the December Board meeting.

Regent Pellett requested that if the December Board meeting is to be held on one day, that it be on the 18<sup>th</sup>.

Regent Kennedy noted that Regent Fisher had suggested scheduling a working dinner and committee meetings for the evening prior to Board meetings so the Regents are not tied up two full working days. She then questioned why the June 1998 Board meeting was scheduled for three days (June 15-17, 1998).

Acting President Arenson suggested that time be made available at next month's meeting for discussing some of these items. He said it would be a good idea for Regents to make contact with President Newlin and Mr. Richey prior to the December meeting in order to develop a consensus.

**ACTION:** Acting President Arenson stated the Board meetings schedule was approved, by general consent.

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

STATE UNIVERSITY OF IOWA

The following business pertaining to the State University of Iowa was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

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

Register of Personnel Changes for September 1997.

**ACTION:** The personnel transactions were approved, by consent.

**APPROVE THE PROPOSAL TO CHANGE THE NAME OF THE ENGINEERING BUILDING TO THE SEAMANS CENTER FOR THE ENGINEERING ARTS AND SCIENCES.** The Board Office recommended the Board approve the name change of the Engineering Building at the University of Iowa to the Seamans Center for the Engineering Arts and Sciences.

University of Iowa officials proposed to change the name of the Engineering Building to the Seamans Center for the Engineering Arts and Sciences in honor of Gary and Camille Seamans in recognition of their generous gift to the College of Engineering building project. Mr. Seamans received a bachelor's degree in electrical engineering from the University of Iowa in 1971. In 1997, he was awarded the University of Iowa Distinguished Young Alumnus Award.

Mr. Seamans is a former Vice-President of MCI Communications and currently holds the position of Chairman of the Board and CEO of Westell Technologies, Inc. He is a member of the President's Club and the College of Engineering Dean's Club.

Mr. Seamans is chair of the College of Engineering's Building Campaign Committee. In addition, he chairs the college's new development council assisting the college and the University of Iowa Foundation in the development of fundraising goals and initiatives.

**MOTION:** Regent Fisher moved to approve the name change of the Engineering Building at the University of Iowa

to the Seamans Center for the Engineering Arts and Sciences. Regent Kennedy seconded the motion. MOTION CARRIED UNANIMOUSLY.

Acting President Arenson asked that President Coleman thank Gary and Camille Seaman, on behalf of the Board of Regents, for their very generous gift.

**PROFESSIONAL AND SCIENTIFIC CLASSIFICATION SYSTEM.** The Board Office recommended that the Board approve the addition of new classifications in the University of Iowa professional and scientific classification system:

Approve the establishment of the positions of associate research engineer, pay grade 11-12 (\$37,245 to \$73,275), and assistant research engineer, pay grade 9-10 (\$31,810 to \$62,595).

Approve the creation of the position of Assistant Dean, International Programs, pay grade 14 (\$47,165 to \$85,775).

The engineer positions are new classifications and create flexibility for the university in recruiting and hiring research engineers; these positions also parallel the assistant and associate scientist positions already in place. The intent of the new classifications is to create three ranks of research engineers. As vacancies occur in current full research engineer positions, replacement employees will be classified at the assistant and associate classifications at lower salaries.

The Assistant Dean position was created as a result of the reorganization of International Programs. This position will have responsibility for promotion of campus-wide international program activities and was created when two previous international programs were merged.

The two former director positions (one full-time and one halftime) were eliminated and their salaries will be used to fund the assistant dean position. The assistant dean will receive an additional increment of \$1,250 to assume additional responsibilities.

The creation of the assistant dean position does not represent an increase or decrease in funding but a reallocation of funding based on the reassignment of duties and responsibilities.

MOTION: Regent Fisher moved to approve the addition of new classifications in the University of Iowa professional and scientific classification system,

as presented. Regent Ahrens 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 University of Iowa be approved.

#### PERMISSION TO PROCEED WITH PROJECT PLANNING

##### Hillcrest Residence Hall—Remodel Food Service Area

University officials requested permission to proceed with planning and the architectural selection process to remodel the food service area in the Hillcrest Residence Hall.

Two separate dining operations located in the Hillcrest and Quadrangle residence halls provide food service for students residing in the four west campus residence halls (Slater, Rienow, Hillcrest and the Quadrangle). The Hillcrest food service area, which serves Hillcrest and Slater residents, consists of 33,300 square feet of space. The Quadrangle food service area, which serves Rienow and Quadrangle residents, consists of 26,266 square feet of space. A total of approximately 2,200 students resided in the west campus residence halls in the fall of 1996. Of these students with lunch and/or dinner board plans, those assigned to the Hillcrest dining hall totaled 1,023 students for lunch and 1,244 students for dinner. Those assigned to the Quadrangle hall totaled 643 students for lunch and 779 students for dinner.

The university retained the services of The Ricca Planning Studio to prepare a master plan for the redevelopment of existing residence dining facilities on the university's west campus. The goal of the study was to identify and maximize opportunities for functional and programmatic improvements by addressing the needs of the students, the aging west campus residence dining facilities, and opportunities for consolidation of the west campus dining facilities to maximize operational efficiencies and program enhancements. As emphasized in the master plan report, the operation of two adjacent dining facilities on the west campus limits the ability to expand food options and to take advantage of the efficiencies of a single operation.

The consultant recommended the consolidation of the Hillcrest and Quadrangle dining service operations into the Hillcrest Residence Hall. As envisioned by the consultant, the proposed consolidation would provide an opportunity to develop a state-of-the-art facility to carry the dining program well into the 21<sup>st</sup> century, ensuring the continued viability of the program. In addition, this approach would offer a competitive edge within the Big 10 with regard to maintaining the lowest board rates in the conference for an indefinite period

of time. Improved satisfaction with the dining program would likely result in improved retention and recruitment of students in the residence halls.

The university is currently faced with approximately \$2.2 million in necessary improvements to the Quadrangle and Hillcrest dining halls for continued maintenance and code compliance. The improvements to the Hillcrest dining hall include the installation of a new heating, ventilating and air condition system and emergency lighting, re-wiring of the dining addition, interior finish work and equipment replacement at a total cost of approximately \$1.9 million. Needed work in the Quadrangle dining hall includes the installation of a new exhaust system, additional electrical service and emergency lighting, and serving line and equipment replacements at a total cost of approximately \$349,000. These improvements do not address the function, flow, menu capability and service systems of the dining halls. The need for these improvements provides an opportunity to consolidate the west campus dining facilities.

In accordance with the consultant's recommendations, university officials wish to upgrade and expand the Hillcrest food service area to serve all west campus residence hall students. The consultant has recommended a "marketplace" design for the consolidated dining services. This approach would include a series of food outlets or "shops" interspersed throughout a large dining space. Each outlet would have its own food format and identity and the majority of food preparation and cooking would be done in front of the customer. This type of facility has its genesis in the commercial food service market and is highly adaptable to "all you can eat" university dining formats.

One design scheme under study by the university includes increasing the Hillcrest dining and food preparation areas by approximately 8,500 square feet to a total of 41,800 gross square feet (32,100 net square feet).

The estimated cost of the project is \$4,400,000. The university anticipates funding the project with Dormitory Improvement Reserves and/or Dormitory Revenue Bonds. The consultant's projection of annual operating savings as a result of the consolidation is between \$313,000 and \$440,000 per year. The actual savings will be better defined by the university after further evaluation during the planning process. In addition to the operating savings, the project will allow the Quadrangle food service area to be converted to other uses which have yet to be determined by the university.

## APPROVAL OF PROGRAM STATEMENTS AND DESIGN DOCUMENTS

### University Hospitals and Clinics—Development of an Otolaryngology Head and Neck Surgery Institute

University officials requested Board approval of the program statement and schematic design for the project.

The project will finish approximately 40,000 square feet of space on the second level of the Pomerantz Pavilion. The project will provide replacement facilities for the department's ambulatory care clinic, diagnostic testing facilities, minor surgical procedure and treatment rooms, faculty and staff offices, and conference and teaching facilities currently located in approximately 29,000 square feet of space in the general hospital and adjoining southeast addition. The project will also complete 6,000 square feet of space to provide ambulatory care pharmacy services for patients in this section of University Hospitals and optical and assistive listening device units to meet the need for these services. In addition to finishing the Pomerantz Pavilion space the project will install nine acoustically-insulated audio booths and two elevators. Approximately 9,000 gross square feet of public corridor space will also be completed as part of this project.

Upon completion of the project the department will retain approximately 8,000 gross square feet of space in the general hospital to meet its need for clinical research and departmental support functions. The department will vacate 21,000 gross square feet of general hospital space which will be allocated to the College of Medicine to assist in its plans to vacate the Steindler Building which is the site for the new Medical Education and Biomedical Research Facility.

Work to be accomplished includes finishing of existing shell space and installation of mechanical and electrical, heating, ventilating and air conditioning, and fire protection systems. In addition, the project will include installation of an air handling unit and electrical head-end equipment to support air conditioning and electrical power requirements. The project will also include construction of walls, partitions and doors and the installation of ceiling, wall and floor finishes and hospital casework.

President Coleman said she was pleased to present the project for development of the Otolaryngology Head and Neck Surgery Institute. She noted that Ed Howell sent his regrets and best wishes because he could not be in attendance at this meeting.

President Coleman stated that otolaryngology at the University of Iowa is one of the best programs in the nation. The latest rankings in the U.S. News and World Report rank the University of Iowa Hospitals and Clinics' otolaryngology as third in the country. She said Dr. Bruce Gantz, Professor and Head of the Department of Otolaryngology—

Head and Neck Surgery, would discuss the importance of the project to the department. She noted that the project was being called an "institute". She said otolaryngology is the last of the major medical clinics that is still housed in the old general hospital. This is a \$10.8 million project funded primarily from depreciation allowances from third-party payments. It will provide multiple services for patients.

Dr. Gantz said he hoped that being the last major department to move into the new UIHC space meant that this would be the best! He stated that the otolaryngology clinic sees 37,000 outpatients per year. He discussed the cochlear implant research center, noting that it was the only one in the country, and how it has progressed in the last 17 years. It is one of the most active implant centers in the world. This capital project will allow an expansion of the brain stem implant program. The UIHC's program is one of only seven centers doing this kind of brain stem implantation. A new program that will begin in January is called implantable hearing aids. The UIHC will be one of 10 centers doing those implantations in the United States.

Dr. Gantz described initiatives including studies of muscles of the vocal chords, the head and neck cancer initiative, the balance disorders project which involves the ear and the brain, gene therapy, and future research goals. There is research being done on genetic identification of what causes hearing loss, which is a preprogrammed genetic problem. On December 12 the UIHC will implant a patient with two implants at the same time. They will be cochlear implants on both sides which will enable the patient to hear better in noise. The voice therapy and voice diagnostic area is advancing.

Dr. Gantz discussed the cranial facial defects center which treats disorders such as cleft lip and palate. The team concept for treating these patients began at the University of Iowa 40 years ago. The University of Iowa is the only team in Iowa that treats these patients. Some managed care programs are not allowing children in Iowa to travel to the team. The University of Iowa is providing outreach with the team to Iowa children. He stated that the oncology service and head and neck reconstructive service are expanding. University of Iowa Hospitals and Clinics handles almost all of the head and neck cancer in Iowa. There is an outreach program called ENT Outreach. All exam rooms in the new space will have the bandwidth to allow conferencing. There will be Web access (password protected) to patient information data bases. There are 125 otolaryngologists now in the ENT Outreach network.

Acting President Arenson asked Dr. Gantz to elaborate on how the otolaryngology department came to be #3 in the nation, noting that it was a tremendous accomplishment. How are they able to attract and retain physicians and staff?

Dr. Gantz stated that the University of Iowa, like Iowa, has always been a place where there are very few "fences". At other universities there are "walls" that cannot be moved. At Iowa there are opportunities to undertake multi-disciplinary approaches, to approach problems on a much grander scale. He said very few places do that. The resources through the College of Medicine, university and hospital are also extremely important. If these efforts were done in isolation the results would never get as rapidly to the clinical application. The cooperation among the college, university and hospital does not happen many places. At the University of Iowa, they have been opportunists.

Acting President Arenson asked if there is a good deal of coordination between the UIHC, College of Medicine and the university. Dr. Gantz responded that it is like it is one entity. As far as he was concerned, it has always been one entity. They are employed by the College of Medicine, are faculty in the university and their place of work is within the hospital.

Acting President Arenson referred to the number of patients seen every year at the otolaryngology clinic, and asked what percent comes from the indigent patient population. Dr. Gantz responded that 8 percent of their patients are indigent. The indigent patients are mostly in the head and neck cancer area. There is not another place in the state that can handle the complexity involved in management of head and neck cancer.

Acting President Arenson asked about the impact if fewer indigent patients were treated. Dr. Gantz responded that he does not know if a patient is indigent or paying when they come to see him. Dropping off 8 percent of the patients would be a very big drop. It would impact research dollars and everything else. With regard to the impact on research dollars, department executives have to convince agencies that they have a large enough volume of patients to continue doing what they are doing. He said the cochlear implants program is unique. The university received a substantial amount of money to implant people regardless of the pay level. Originally insurance companies were not paying for the devices. All comers could receive a cochlear implant at the University of Iowa. The university still has government money to pay for cochlear implants. Each implant costs \$22,000.

Regent Kelly stated that he believes the ENT department is probably #1 in the country.

Regent Pellett stated that the Regents are so proud of what Dr. Gantz and his staff do, and the notoriety the department has received. She said her husband has been through the otolaryngology clinic. It is very busy. She was pleased the department would be moving into a new facility that is so richly deserved.

Dr. Gantz stated that the clinic sees patients of all ages. There are waiting rooms where children are housed with people who have parts of the face missing. The new facility will allow patients to be disbursed to subwaiting areas.

Acting President Arenson stated that the Board of Regents cares very deeply about coordination and collaboration between University of Iowa Hospitals and Clinics, the College of Medicine, and the clinical enterprise. The Regents know this process does not work without coordination. They saw today how well that can work. He thanked Mr. Staley for that coordination, on behalf of the Board. He also thanked Dr. Gantz for everything he is doing and for his presentation.

President Coleman said she was struck by how these kinds of efforts really help meld into new initiatives such as the health and independence of elderly lowans. She stated that Iowa leads the nation in those over age 85. These research efforts will be extremely important for a large number of lowans.

MOTION: Regent Pellett moved to approve the program statements and design documents for the University Hospitals and Clinics—Development of an Otolaryngology Head and Neck Surgery Institute. Regent Kennedy seconded the motion. MOTION CARRIED UNANIMOUSLY.

#### PROJECT DESCRIPTIONS AND BUDGETS

University Hospitals and Clinics—Development of an Otolaryngology Head and Neck Surgery Institute \$10,828,125  
Source of Funds: University Hospitals Building Usage Funds

#### Preliminary Budget

Construction	\$ 8,662,500
Architectural/Engineering Support	866,250
Planning and Supervision	433,125
Contingency	<u>866,250</u>
TOTAL	<u>\$ 10,828,125</u>

University officials requested approval of the project budget in the amount of \$10,828,125 to be funded by University Hospitals Building Usage Funds.

Hillcrest Residence Hall—Renovate Restrooms—Phase 3 \$799,000

Source of Funds: Dormitory Improvement Reserve Funds

**Preliminary Budget**

Construction	\$ 634,600
Design, Inspection and Administration	
Consultants	71,800
Design/Construction Services	28,900
Contingency	<u>63,700</u>
 TOTAL	 <u>\$ 799,000</u>

University officials requested approval of a project description and budget in the amount of \$799,000 for Phase 3 of the project to renovate the restrooms in the Hillcrest Residence Hall. The university has proceeded with Phases 1 and 2 of the project which renovated the toilet and shower rooms in the north wing and center section of the facility. Phase 3 will renovate and expand the toilet and shower rooms on four floors in the south wing of the building and construct a new restroom on the ground floor. The project area totals approximately 2,000 square feet.

The project will replace and upgrade walls, doors, finishes and toilet partitions, and install new plumbing risers, fixtures, ventilation and electrical systems. The facilities will be brought up to current Uniform Building Code and Americans with Disabilities Act design standards.

University Hospitals and Clinics—Cardiovascular MRI Unit \$711,250  
Installation

Source of Funds: University Hospitals New Clinical Initiatives Funds

**Preliminary Budget**

Construction	\$ 569,000
Architectural/Engineering Support	56,900
Planning and Supervision	28,450
Contingency	<u>56,900</u>
 TOTAL	 <u>\$ 711,250</u>

University officials requested approval of a project description and budget in the amount of \$711,250 to develop 2,130 square feet of space to house the Cardiovascular Magnetic Resonance Imaging (MRI) unit to be acquired by University Hospitals. The project will renovate a former MRI procedure room and adjoining computer and control rooms to

accommodate the installation and operational requirements of the system. The acquisition of the Cardiovascular MRI unit was approved by the Board at the October 1997 meeting.

This revolutionary new MRI system has been developed by General Electric Medical Systems and is being offered for Food and Drug Administration pre-market evaluation at ten major U.S. academic medical centers. The University of Iowa Hospitals and Clinics has been selected as one of these sites due to the national and international prominence of the Departments of Internal Medicine and Radiology in cardiovascular imaging research and patient care services.

Cardiovascular MRI has the potential to reduce the need and/or replace some or all of the clinical imaging examinations often used to diagnose patients with cardiovascular disease. In addition, this MRI system has the potential for greater speed, improved quality and enhanced safety in obtaining diagnostic information while reducing the overall cost of patient care. Beyond the system's potential for diagnosing patients with cardiac disease it also holds promise as an important diagnostic tool for patients with neurosurgical, neurological and psychiatric illnesses.

The project will include installation of radio-frequency shielding, cryogen vent piping and new room finishes. In addition, the project will include modifications and installation of heating, ventilating and air conditioning, mechanical, electrical and fire suppression/detection systems and equipment.

Phillips Hall—HVAC Renovation—Phase 2—Provide Service to  
Floors 2 and 3 \$685,000

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

**Preliminary Budget**

Construction	\$ 551,000
Design, Inspection and Administration	
Consultants	46,750
Design/Construction Services	31,780
Contingency	<u>55,470</u>
 TOTAL	 <u>\$ 685,000</u>

University officials requested approval of a project description and budget in the amount of \$685,000 to extend chilled water service to the second and third floors of Phillips Hall.

This project will continue the phased replacement of the heating, ventilating and air conditioning system in Phillips Hall by providing a central chilled water cooling system to serve the second and third floors of the building. Work will include the removal of unit ventilators, installation of an air handling unit, ductwork and controls, and replacement of two hot water circulating pumps. The university is planning subsequent projects to upgrade the balance of the building air conditioning system.

University Hospitals and Clinics—Development of Neurology  
Clinical Divisions Expansion \$641,250

Source of Funds: University Hospitals Building Usage Funds

**Preliminary Budget**

Construction	\$ 513,000
Architectural/Engineering Support	51,300
Planning and Supervision	25,650
Contingency	<u>51,300</u>
 TOTAL	 <u>\$ 641,250</u>

University officials requested approval of a project description and budget in the amount of \$641,250 to renovate approximately 7,700 gross square feet of space in the Carver Pavilion for the Department of Neurology. The project will provide for the expansion of

patient care and support functions of the Department of Neurology's clinical neuropsychology and neurophysiology diagnostic testing laboratories.

The project, which will provide additional space for the laboratories, will resolve space deficiencies, provide better sound insulation for the treatment rooms, and provide space for clean and soiled utility rooms as required by the Joint Commission on the Accreditation of Healthcare Organizations and code. In addition, the project will create a patient reception and waiting area which will eliminate the need for patients to wait in two public and staff corridors. The project will also install a sprinkler system and replace aging finish materials.

Utilities—East Campus Steam Line Cross Connection \$507,000  
Source of Funds: Utilities Enterprise Improvement and Replacement Fund

**Preliminary Budget**

Construction	\$ 405,100
Design, Inspection and Administration	
Consultants	49,350
Design/Construction Services	11,250
Contingency	<u>41,300</u>
 TOTAL	 <u>\$ 507,000</u>

University officials requested approval of a project description and budget in the amount of \$507,000 to replace a section of direct buried, high pressure steam and condensate lines on the east campus. The existing utility lines provide a cross connection between two major branches of the east campus steam distribution system. The existing high pressure line in this section of the cross connection has deteriorated causing condensate to leak into the steam vault, wasting energy and treated water.

The project will also include installation of a low pressure steam line to complete a connection between an existing pipe on the east side of the Iowa Memorial Union and the vault near the Iowa Advanced Technology Laboratories.

Power Plant—Install Emergency Generator \$474,000  
Source of Funds: Utilities Enterprise Improvement and Replacement Fund

**Preliminary Budget**

Construction	\$ 430,000
Design, Inspection and Administration	1,000
Contingency	<u>43,000</u>
 TOTAL	 <u>\$ 474,000</u>

University officials requested approval of a project description and budget in the amount of \$474,000 to replace the emergency generator in the university power plant. In recent years small boilers have been replaced with larger units, increasing the capacity of the power plant. The existing emergency generator can no longer provide adequate emergency start-up capability for this additional capacity and the new, adequately-sized generator is needed to protect the campus from service outages.

The project will provide for the installation of a new, adequately-sized diesel generator, including ancillary electrical wiring and necessary controls.

\* \* \* \* \*

University officials presented seven 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.

University officials presented the following supplemental revised project budget for Board approval.

Engineering Building Modernization/Addition

	Initial Budget	Revised Budget
	<u>\$26,500,000</u>	<u>\$28,022,000</u>
<u>Project Budget</u>		
	Initial Budget	Revised Budget
	<u>September 1996</u>	<u>November 1997</u>
Construction		
Phases I & II	\$21,333,000	\$23,709,000
Asbestos Removal	150,000	95,000
Design, Inspection and Administration	3,090,000	3,331,000
Art in State Buildings	132,000	132,000
Contingencies	<u>1,795,000</u>	<u>755,000</u>
TOTAL	\$26,500,000	\$28,022,000
Source of Funds:		
FY 1997 Capital Appropriation	\$14,140,000	\$14,140,000
FY 1996 Capital Appropriation	200,000	200,000
Treasurer's Temporary Investments and Building Renewal Funds	4,100,000	4,100,000
College of Engineering Gifts, Grants and Earnings	<u>8,060,000</u>	<u>9,582,000</u>
TOTAL	\$26,500,000	\$28,022,000

The goals of the Engineering Building Modernization/Addition project are:

Dramatically improve the learning environment for students and relieve overcrowding of classrooms, library facilities, laboratories and offices;

Improve and modernize outdated facilities in the existing building; and

Provide increased access to modern electronic learning facilities and the ICN fiber optic network.

Three bids for the project were received on November 13, 1997. The three base bids had a range of \$623,000 or 2.9 percent, showing very competitive bids. The lowest base bid was approximately 4.4 percent below the most recent engineering estimate.

To accommodate the favorable bids and due to the success of the College of Engineering fund-raising campaign, university officials requested an increase in the project budget of \$1,522,000 in gift revenues beyond the \$8 million in gift revenues already pledged for the project. The majority of the additional funds will be used to complete the interior space on the 4<sup>th</sup> floor of the new building. Other elements to be accommodated in the revised budget are the use of terrazzo for corridor floors and casework additions.

\* \* \* \* \*

#### ARCHITECT ENGINEER AGREEMENTS

Hillcrest Residence Hall—Renovate Restrooms—Phase 3 \$69,900  
Rohrbach Carlson, Iowa City, Iowa

University officials requested approval to enter into an agreement with Rohrbach Carlson to provide design services for the project. The agreement provides for a fixed fee of \$61,900, with reimbursable expenses not to exceed \$8,000 for a total fee of \$69,900.

Utilities—East Campus Steam Line Cross Connection \$48,900  
Stanley Consultants, Muscatine, Iowa

University officials requested approval to enter into an agreement with Stanley Consultants to provide planning, design and inspection services for the project. The agreement provides for a fee of \$45,400 and reimbursable expenses not to exceed \$3,500 for a total fee of \$48,900.

#### Amendments:

Power Plant—Demolish East Stack Amendment #1 \$10,000  
Shive-Hattery, Iowa City, Iowa

University officials requested approval of Amendment #1 to the agreement in the amount of \$10,000. The amendment will provide continued air monitoring and testing services beyond the original contract completion date. Since the concrete in the stack was found to be more dense than indicated in the preliminary engineering reports, the contract

completion date has been extended necessitating additional air monitoring and testing services.

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

University officials presented the following supplemental docket item:

Hawkeye Athletic/Recreation Facilities Complex  
Herbert Lewis Kruse Blunck, Des Moines, Iowa

The university received expressions of interest from ten firms to provide architectural services. University officials selected three firms for interviews. Based on these interviews, university officials recommended the selection of Herbert Lewis Kruse Blunck to provide design services for the project. The firm was selected because of its excellent record with university projects and the firm's insight into the importance of the project and the far west campus site to the university and the community. The firm has also assembled a team of consultants which includes design firms specializing in sports facilities, pools and landscaping.

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

## CONSTRUCTION CONTRACTS

Iowa Memorial Union—Construct River Terrace  
Reject Bids

Two bids were received for this project on September 12, 1997. Both bids exceeded the engineering estimate of \$209,547 by at least 27 percent. The Executive Director authorized the university to reject the bids and re-bid the project at a future date.

Biological Sciences Renovation/Replacement—Biology Building East                      \$9,554,390  
Award to: McComas-Lacina Construction Company, Iowa City, Iowa  
(3 bids received)

Expansion of the North Campus Chilled Water—Contract 2--                                      \$567,500  
**General Construction**  
Award to: American Piping Group, Bettendorf, Iowa  
(5 bids received)

GENERAL  
November 18-19, 1997

Bowen Science Building—Remodel Portion of Core 1-200--  
Anatomy Package 5 \$229,275

Award to: McComas-Lacina Construction Company, Iowa City, Iowa  
(2 bids received)

University Hospitals and Clinics—General Hospital Sprinkler System  
Improvements—Phase A \$129,650

Award to: Grinnell Fire Protection, Omaha, NE  
(2 bids received)

University officials presented the following supplemental docket item:

Engineering Building Modernization/Addition \$21,387,500

Award to: Mid-America Construction Company of Iowa, Iowa City, Iowa

Base Bid of \$21,222,000 plus Alternate #4 of \$147,500, plus Alternate #6 of \$18,000 =

TOTAL AWARD OF: \$21,387,500

(3 bids received)

University officials requested approval of the construction contract award to the low bidder, Mid-America Construction Company of Iowa, in the amount of \$21,387,500.

#### ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

##### Pharmacy Building Addition

Mid-America Construction Company of Iowa, Iowa City, Iowa

##### Schaeffer Hall—Remodeling and Renewal-Telecommunications Package

Computer Cable Connection, Urbandale, Iowa

##### Campus Fiber Optic Network, Project 8—Near West, North and South Campus— Construction of Ductbank and Entrance Facilities—Contract No. 4, Exterior Ductbank

McComas-Lacina Construction Company, Iowa City, Iowa

Campus Fiber Optic Network, Project 8—Near West, North and South Campus—  
Construction of Ductbank and Entrance Facilities—Contract No. 6, Exterior Ductbank  
Hurst and Sons Contractors, Waterloo, Iowa

Campus Fiber Optic Network, Project 10, Contract 5—English-Philosophy Building  
Communication Innovators, Altoona, Iowa

Campus Fiber Optic Network, Project 10, Contract 5—English-Philosophy Building—  
Phase A  
Computer Cable Connection, Urbandale, Iowa

Campus Fiber Optic Network, Project 5, Contract 4—Bowen Science Building  
Communication Innovators, Altoona, Iowa

Hawkeye Area Recreation Fields  
Peterson Contractors, Reinbeck, Iowa

Campus Fiber Optic Network—Project 12, Contract 1—Main Library  
Communication Innovators, Altoona, Iowa

English-Philosophy Building—Correct Fire and Environmental Safety Deficiencies  
O. F. Paulson Construction Company, Cedar Rapids, Iowa

Bowen Science Building—Remodel Core 1-100  
Unzeitig Construction Company, Cedar Rapids, Iowa

Water Plant Laboratory Remodeling  
Apex Construction Company, Iowa City, Iowa

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

**PROPERTY EASEMENTS.** The Board Office recommended the Board approve  
easements, as presented.

University officials requested approval to enter into a permanent easement agreement  
with Mid-American Energy Company for the installation of a gas pipeline to serve the  
university's west campus.

University officials requested approval to enter into a temporary easement agreement  
with the City of Iowa City for the Woolf Avenue bridge reconstruction project.

MOTION: Regent Smith moved to approve easements, as presented. Regent Ahrens seconded the motion, and upon the roll being called, the following voted:  
AYE: Ahrens, Arenson, Fisher, Kelly, Kennedy, Lande, Pellett, Smith.  
NAY: None.  
ABSENT: Newlin.

MOTION CARRIED.

**APPROVAL OF ADMINISTRATIVE RULES CHANGE CONCERNING UNIVERSITY OF IOWA TRAFFIC REGULATIONS.** The Board Office recommended the Board approve amendments to the University of Iowa parking regulations that are part of the Iowa Administrative Code.

In September 1997, University of Iowa officials proposed changes to its traffic regulations that would expand the university's authority to regulate traffic and violations of traffic rules by students and nonstudent users of bicycles, skateboards, roller and in-line skates, and similar modes of transportation. No changes were proposed to the fee structures.

The Notice of Intended Action was published on October 8, 1997, for a public comment period that lasted until October 31, 1997. No comments were received from the public. A public hearing on the proposed rules was held in Iowa City on November 3, 1997. No persons came forward to voice concerns at this meeting.

The proposal before the Board was the same presented in September except for changes in language recommended by the administrative code editor.

MOTION: Regent Fisher moved to approve amendments to the University of Iowa parking regulations that are part of the Iowa Administrative Code. Regent Ahrens seconded the motion. MOTION CARRIED UNANIMOUSLY.

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

IOWA STATE UNIVERSITY

The following business pertaining to Iowa State University was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

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

Register of Personnel Changes for October 1997 which included ten requests for early retirement and three requests for phased retirement.

**ACTION:** The personnel transactions were approved, by consent.

**ESTABLISHMENT OF A NEW CENTER CALLED THE IOWA STATE UNIVERSITY PAPPAJOHN CENTER FOR ENTREPRENEURSHIP.** The Board Office recommended the Board receive the report on the Iowa State University Pappajohn Center for Entrepreneurship.

Board of Regents policy requires that all new centers and institutes be reported to the Board. If the new center or institute is to be financed by less than \$25,000 in state funds the center or institute does not need Board approval and is reported for information purposes only. The Iowa State University Pappajohn Center for Entrepreneurship is funded from external funding sources.

The Iowa State University Center for Entrepreneurship is one of five centers established through financial gifts from John Pappajohn to state educational institutions. ISU, Drake, the University of Iowa, the University of Northern Iowa, and North Iowa Community College have or are in the process of establishing programming aimed at increasing entrepreneurship in Iowa.

A founding principle of the Iowa State Center for Entrepreneurship is to establish a program based on the distinct strengths of Iowa State University.

**ACTION:** This report was received by consent.

**APPROVAL TO AWARD THE DOCTOR OF SCIENCE HONORARY DEGREE TO DR. EDWIN G. KREBS.** The Board Office recommended the Board approve the request from Iowa State University to award the honorary Doctor of Science to Dr. Edwin Gerhard Krebs.

Iowa State University officials requested approval to award the honorary Doctor of Science to Dr. Edwin Gerhard Krebs for his extraordinary achievements in biochemistry, pharmacology, physiology and medicine. Dr. Krebs is a native of Lansing, Iowa, and has received many honors for his numerous contributions in research. He is best known for his work on the role of phosphorylation and dephosphorylation of proteins and the effects these reactions have on the regulation of cellular processes.

In 1992, along with Professor Edmond Fischer at the University of Washington, Edwin Krebs was awarded the Nobel Prize in Physiology or Medicine.

Dr. Krebs received the A.B. degree in Chemistry from the University of Illinois at Urbana in 1940, followed by the M.D. in Medicine from Washington University School of Medicine in 1943. Iowa State University has benefited from Professor Krebs' work by his publications and participation in various activities. Dr. Krebs is a caring, highly principled individual, a supportive colleague, and an inspiring mentor.

**MOTION:** Regent Ahrens moved to approve the request from Iowa State University to award the honorary Doctor of Science to Dr. Edwin Gerhard Krebs. Regent Fisher seconded the motion. **MOTION CARRIED UNANIMOUSLY.**

**APPROVAL TO AWARD THE DOCTOR OF HUMANE LETTERS HONORARY DEGREE TO DR. EMERY N. CASTLE.** The Board Office recommended the Board approve the request from Iowa State University for an honorary degree for Dr. Emery N. Castle.

Iowa State University officials requested approval to award the Doctor of Humane Letters to Dr. Emery N. Castle for his extraordinary achievements in agricultural economics.

Dr. Castle received the Ph.D. in Agricultural Economics from ISU in 1952. Dr. Castle began his academic career at Oregon State University in 1954, and has subsequently served there in numerous positions including professor, Head of the Agricultural Economics Department, Dean of the Faculty, and Dean of the Graduate School. He later served as Vice-President and Senior fellow and as President of Resources for the Future, a public policy institute. In 1986, Dr. Castle returned to Oregon State University as Chair of the University Graduate Faculty of Economics. In 1987, he received a grant from the

W. K. Kellogg Foundation which enabled him to establish a National Rural Studies Committee, a multi-disciplinary group which studies avenues by which both public and private universities can be of greater service to rural America. In 1993, Professor Castle became professor emeritus at Oregon State University while continuing to serve as Chair of the National Rural Studies Committee.

Dr. Castle has also held numerous prominent positions with national and international organizations in his discipline.

MOTION: Regent Ahrens moved to approve the request from Iowa State University for an honorary degree for Dr. Emery N. Castle. Regent Fisher seconded the motion. MOTION CARRIED UNANIMOUSLY.

Acting President Arenson asked that President Jischke extend the Board's congratulations to both Dr. Krebs and Dr. Castle.

**STRATEGIC PLANNING PROGRESS REPORT.** The Board Office recommended the Board receive the report.

This second annual report reviewed progress that Iowa State University accomplished in 1996-97 toward the goals of its strategic plan and identified strategic planning priorities for 1997-98.

In April 1995, the Board approved Iowa State University's strategic plan for the years 1995-2000. That plan established six major goals that in large part reflect the thirteen goals of the Board's own strategic plan.

The strategic plan provides a guide for institutional development and decision-making. Iowa State University officials note in its report that progress has been made in linking budget planning, program review, campus master planning, and capital planning to the goals of its strategic plan. It continues efforts to link other review processes, such as student outcome assessment, to its strategic planning initiatives.

The progress report includes information both about university-wide activities and about specific initiatives in each of the university's colleges to achieve Iowa State University's strategic planning goals. The colleges have developed their own strategic planning efforts to tailor collegiate objectives to institutional goals.

Aspects of the major ISU goals correlate with all four of the Board of Regent Key Result Areas (KRA).

Iowa State University officials have established benchmarks against which to measure progress toward each goal. University officials developed specific quantitative targets, as appropriate, for many benchmarks, although others do not have such articulated standards. Additional measures may be developed, and existing measures may be revised from year to year.

The following table provides a capsule summary of the university's most recent achievements in those areas.

<b>Goal 1: Strengthen Undergraduate Teaching, Programs, and Services</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• increase graduation rates</li> <li>• increase first-year retention rates</li> <li>• achieve stable total enrollment</li> <li>• senior faculty teaching at least 1 UG course</li> <li>• intro courses taught by senior faculty</li> <li>• job placement of graduates</li> <li>• faculty/staff participation in educational development programs</li> </ul>	70% 90% 25,000 80% 80% unspecified unspecified	increase to 60.1% increase to 82.8% exceeded to 25,384 exceeds target at 85.3% increase to 63.7% 75.6% empl/16.5% more educ. increased participants in development
<b>Goal 2: Strengthen Graduate, Professional, and Research Programs</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• % of faculty with at least one scholarship</li> <li>• % of faculty as grant PI or co-PI</li> <li>• total sponsored funding</li> <li>• sponsored funding per faculty member</li> </ul>	unspecified 67% \$170 million \$120,000	decreased to 83.5% steady at 58% decreased to \$190.9 mil increased to \$131,400
<b>Goal 3: Strengthen Outreach and Extension Efforts</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• faculty involvement in outreach</li> <li>• enrollment in continuing education courses               <ul style="list-style-type: none"> <li>• credit</li> <li>• non-credit</li> </ul> </li> <li>• clients served and satisfaction rates</li> <li>• programs with community colleges</li> </ul>	unspecified  4,300 95,000 60,000 unspecified	various faculty participants increased to 2,578 increased to 259,686 25,000 evaluations; 3.83 avg. Vision 2020; college-specific partnerships

<b>Goal 4: Sustain and Enhance an Intellectually Stimulating Environment and a Supportive University Community</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• % of underrepresented minorities at ISU               <ul style="list-style-type: none"> <li>• students</li> <li>• faculty</li> <li>• p&amp;s staff</li> <li>• merit staff</li> </ul> </li> <li>• % of women at ISU               <ul style="list-style-type: none"> <li>• students</li> <li>• faculty</li> <li>• p&amp;s staff</li> <li>• merit staff</li> </ul> </li> <li>• students enrolled in intl./diversity courses</li> <li>• faculty &amp; staff in TQM programs</li> </ul>	<p style="text-align: center;">unspecified</p> <p style="text-align: center;">unspecified</p> <p style="text-align: center;">unspecified</p> <p style="text-align: center;">unspecified</p>	<p style="text-align: center;">decrease to 6.6%</p> <p style="text-align: center;">increase to 10.3%</p> <p style="text-align: center;">increase to 7.9%</p> <p style="text-align: center;">3.8%</p> <p>43%UG; 40%G; 59%DVM/Prof</p> <p style="text-align: center;">increase to 28.7%</p> <p style="text-align: center;">increase to 45.7%</p> <p style="text-align: center;">increase to 68.2%</p> <p>30.3% intl./16.8% diversity</p> <p style="text-align: center;">various programs</p>
<b>Goal 5: Establish International Leadership in the Integration and Effective Use of Information Technology and Computation Services</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• % of course sections using computers</li> <li>• faculty using computers</li> <li>• campus use of integrated technologies</li> </ul>	<p style="text-align: center;">Unspecified</p> <p style="text-align: center;">unspecified</p> <p style="text-align: center;">unspecified</p>	<p style="text-align: center;">used in 45% of courses</p> <p style="text-align: center;">used by 98.2% of faculty</p> <p>10,000 campus computers can access Project Vincent</p>
<b>Goal 6: Strengthen Initiatives to Stimulate Economic Development</b>		
<i>Benchmarks:</i>	<i>Target</i>	<i>Most Recent</i>
<ul style="list-style-type: none"> <li>• new technologies licensed</li> <li>• licenses generating revenues</li> <li>• faculty &amp; staff involvement in community/economic development</li> </ul>	<p style="text-align: center;">55</p> <p>30 for \$1.5 million</p> <p style="text-align: center;">unspecified</p>	<p style="text-align: center;">increase to 57</p> <p style="text-align: center;">23 for \$1,493,000</p> <p>CATD; CIRAS; ISU Research Park; technology transfer</p>

Iowa State University officials identified a series of strategic planning initiatives for special attention in the current year. Internal reallocations, new state appropriations, and increases in other revenues are providing nearly \$14 million to support those initiatives. Nearly half (45.1 percent) will be directed toward the university priority goal of strengthening undergraduate education; 21.1 percent for graduate/professional education and research; 10.6 percent to outreach; 13.5 percent to stimulating and supportive environment; 6.5 percent to technology and computation services, and 3.2 percent to economic development and environmental stewardship.

Internal reallocation is one of the most demonstrable measures of institutional commitment to the implementation of strategic planning. Of the \$13 million directly invested in Iowa State University's strategic plan for 1997-98, \$6.3 million comes from internal reallocations.

Iowa State University officials have been engaged in strategic planning since 1987 in support of its aspiration to become the nation's premier land-grant university.

President Jischke provided highlights of Iowa State University's strategic plan. He noted that the annual report included a report card. He expressed appreciation for the very successful year. Support of the Board of Regents had been an important factor in the university's progress. He quoted George Washington Carver as saying that excellence is to do a common thing in an uncommon way, and provided a few examples of such activities at Iowa State University. One-seventh of the entire freshman class is organized into learning teams. This effort has improved retention rates. Diversity in America and International Relations are required undergraduate courses. With regard to graduation rates of student athletes, Iowa State University led the Big 12 in those graduation rates. A number of R&D 100 awards have been received by Iowa State University faculty. One such product, called LoSat Soy, is being test marketed in a Cedar Rapids Hy-Vee store. Iowa State University is first in the nation in the number of new technologies licensed. Iowa State University officials have raised over \$100 million from alumni and friends. They are just about to pass the \$200 million mark in the capital campaign toward a \$300 million goal.

President Jischke stated that during a recent North Central Association accreditation visit, the visitation team cited Iowa State University for, among other things, strong and continuing strategic planning efforts. The team also praised the Board of Regents. He quoted, "Members of the Board deserve high marks for their support of higher education, their concern for accountability, and their efforts on behalf of the institutions for which they have responsibility". Iowa State University was accredited for a full 10 years.

Acting President Arenson thanked President Jischke for daring to have the great vision to become the best. It was a tremendous goal that requires a lot of possibility thinking. He stated that early in his appointment to the Board of Regents, he visited the Iowa State University campus and met with President Jischke and the deans. He felt the same excitement then as he did now. The Pappas report said the excitement at Iowa State University is almost palpable; it is a campus on the move. Acting President Arenson sensed that same excitement today. The Iowa State University team knows where it is going. He thanked President Jischke for his leadership.

Regent Pellett asked President Jischke where he thought Iowa State University was in its effort to become the best. President Jischke said there was no definitive poll that he could point to. He tells people on campus that the university is clearly in the top 4 to 5 land grant universities in the country. He believes the ultimate test is when the

university cannot get any better by imitating others. He said that ultimately derives from the standards set for the university. University officials are beginning to see increasing evidence from people coming to the university, particularly for program reviews. The most recent example was the College of Design review. The review team came away saying things like, "You do this outreach thing better than anyplace I have ever seen". He said the review team members were stunned by the ability of the College of Design to work together; the ability institutionally to collaborate across traditional boundaries, and the commitment to the land grant mission of outreach, technology transfer and extension which is deeply infused in everything that is done at the university.

Regent Pellett congratulated Iowa State University officials. She asked if they would be taking this report on the road.

President Jischke stated that he took the last strategic plan progress report on the road and presented it to approximately 2,000 lowans over a year's time. University officials now have a second version of that presentation which they are taking on the road along with the ABC computer. The presentation this year focuses more heavily on technology transfer and economic development.

Of all the things currently going on at Iowa State University that represent progress, President Jischke stated that he was personally most excited about the impact of the learning communities and learning clusters on the undergraduate education program. University officials have begun to find an approach that has the capacity to move the retention numbers and change the level of academic success of students. The enthusiasm of all of those involved -- student affairs staff, faculty and students -- is very exciting.

Regent Pellett stated that lowans need to hear from the other two universities also about what they are doing for the state of Iowa and the world.

ACTION: Acting President Arenson stated the Board received the report, by general consent.

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

## PERMISSION TO PROCEED WITH PROJECT PLANNING

### **Maple Hall Remodeling and Flood Mitigation**

University officials requested permission to proceed with project planning and the architect selection process for a project to complete structural repairs, modernize and make site improvements at the Maple Hall residence facility, and provide flood mitigation work for the Maple-Willow-Larch residence complex. The estimated cost of the project is \$13,900,000.

Maple Hall is a ten story, 101,000 gross square foot high-rise residence hall constructed in 1967. The facility is one of the three high-rise residential halls (Maple, Willow, and Larch) connected to a central facility known as the Commons. These facilities are located on the northeast corner of the intersection of Lincoln Way and Beach Avenue. Maple Hall houses 520 women, 70 percent of whom are in their first year of attendance at a university or college. Maple Hall is one of the Residence Department's most popular facilities because of its close proximity to campus and student recreational facilities. The facility also provides other desirable amenities including air conditioning, easy access to the residence dining center located in the Commons facility, and an adequate supply of parking facilities located adjacent to the residence hall complex.

During the spring of 1997 the university discovered that the pre-cast concrete facade of Maple Hall was failing. The facade had deteriorated to a point where large pieces of concrete were falling from the face of the building, presenting a hazard to the facility's occupants and visitors. In July 1997 the university received Executive Director approval to proceed with an emergency engineering study to determine the extent of facade failures at Maple Hall. The study, performed by Rietz Consultants of Ames, Iowa, was also to detail the required materials and processes for repairing the building exterior to ensure that the facade system would be safe for students to occupy the facility.

The study found the deterioration of the Maple Hall exterior to be more serious than anticipated. As a result the university requested Executive Director approval to proceed with Phase 1 of the project to provide emergency corrective repairs in order to eliminate the potential hazards from the failing concrete facade system. Rietz Consultants was retained to provide engineering services for the Phase 1 project and Specialty Construction Services of Madrid, Iowa, was awarded the construction contract. In September 1997 the university received approval of the Phase 1 project budget in the amount of \$350,000, funded by Dormitory System Surplus funds. At that time the university indicated that it would request Board approval to proceed with additional phases of the project at a future date. The Phase 1 project is nearing completion.

The scope of work for the Phase 1 emergency repairs project will not correct all of the deficiencies identified with Maple Hall's cladding systems. The Phase 2 project will require the facility to be taken out of service for approximately one year. To ensure that the facility will not be out of service for more than one academic year, the university has targeted April 1998 to begin construction with a completion date of July 1999.

There is a growing realization that living facilities constructed more than 30 years ago no longer meet the needs and expectations of the university's students. The necessity to close Maple Hall for a year to make structural repairs provides an opportunity to make improvements which will modernize the facility and resolve problems associated with the Maple-Willow-Larch residence complex site. The implementation of the Maple Hall Remodeling and Flood Mitigation project will result in a facility that will meet the needs and demands of the university's student residents for many years. Planning, design and the construction of this project is scheduled to take place over the next 18 months. The overall project, with an estimated cost of \$13,900,000, has been divided into two components: the renovation of Maple Hall, and site work to support the entire Maple-Willow-Larch residence complex.

The Residence Department recently completed a marketing analysis which resulted in the development of a housing demand projection. The demand projection indicated that there is an on-campus housing shortfall of suite and apartment-style facilities. The survey indicates that even though there is a surplus of traditional-style dormitories such as Maple Hall there will continue to be some demand for dormitory facilities, particularly for traditional freshmen. The marketing study indicates that students have a preference for the Maple-Willow-Larch and Commons facilities because of their location, proximity to the dining center, recreational, and parking facilities. These attributes make Maple Hall a prime candidate for renovation to meet future demand for dormitory type housing.

The proposed financing plan for the project involves the issuance of revenue bonds to be secured by revenues of the Residence System. The proposed financing plan was discussed at the Banking Committee meeting on Tuesday, November 18.

PROJECT DESCRIPTIONS AND BUDGETS

Maple Hall Remodeling and Flood Mitigation \$13,900,000  
Source of Funds: Residence System Revenue Bonds

Preliminary Budget

Construction Costs	\$ 10,300,277
Professional Fees	1,372,500
Movable Equipment	1,376,412
Utilities Extension	50,000
Project Reserve	800,811
 TOTAL	 <u>\$ 13,900,000</u>

University officials requested approval of the project budget for the Maple Hall Remodeling and Flood Mitigation project in the amount of \$13,900,000 to be funded by Residence System Revenue Bonds to be issued in the spring or summer of 1998.

Fire Safety Improvements—FY 1998 and 1999 \$1,000,000  
Source of Funds: Building Repair Funds

Preliminary Budget

Construction Costs	\$ 787,500
Professional Fees	135,800
Project Reserve	76,700
 TOTAL	 <u>\$ 1,000,000</u>

University officials requested approval of a project description and budget in the amount of \$1,000,000 to correct fire safety deficiencies in several campus buildings. This project will respond to fire safety deficiencies cited by the State Fire Marshal's Office and the university's Department of Environmental Health and Safety. Items to be addressed include the installation of fire alarm and sprinkler systems, egress issues, smoke detection, fire stopping, fire doors, and door hardware.

The overall project will consist of many individual projects with only one project exceeding \$250,000 and requiring Board approval. This project consists of the installation of a sprinkler system in Bessey Hall. University officials plan to negotiate an architectural agreement for this portion of the project to be presented for Board approval prior to proceeding with the work.

University officials requested permission to select architects for the remaining projects in accordance with Board procedures for projects under \$250,000. Each of these projects will be reviewed for design requirements, and design and construction services will be performed either by outside consultants or contractors or university Facilities Planning and Management personnel.

Lied Recreation/Athletic Center—Replace Carpet \$305,000  
Source of Funds: Recreation Reserve Funds

Preliminary Budget

Construction Costs	\$ 236,283
Professional Fees	37,196
Project Reserve	31,521
 TOTAL	 <u>\$ 305,000</u>

University officials requested approval of a project description and budget in the amount of \$305,000 to replace the carpet in portions of the Lied Recreation/Athletic Center. The new carpet will be installed in the third floor fitness and aerobic areas, main entryway and student center.

Jack Trice Stadium—Deferred Maintenance 1998 \$400,000  
Source of Funds: Athletic Department

Preliminary Budget

Construction Costs	\$ 315,500
Professional Fees	50,075
Project Reserve	34,425
 TOTAL	 <u>\$ 400,000</u>

University officials requested approval of a project description and budget in the amount of \$400,000 to provide necessary improvements to Jack Trice Stadium. University officials have been reviewing the physical condition of the stadium facilities for maintenance requirements and has developed a list of improvements. This project will provide for deferred maintenance improvements to the two northeast concession/toilet buildings at the stadium complex. The buildings are structurally sound, but their roofs, wood fascias, serving counters, toilet fixtures and plumbing systems have deteriorated

over time. Water infiltration has resulted in the settlement of the interior floor slabs and non-load bearing walls.

In addition to the deferred maintenance work, the project will install counters to a concession warehouse building located on the west side of the stadium. Conversion of the building to provide concession sales will help meet the concession demand on the west side of the stadium.

\* \* \* \* \*

University officials presented the following revised project budget for Board approval.

<u>Iowa State Center—Steam Line Loop</u>	<u>Nov. 1996 Budget \$550,000</u>
	<u>Nov. 1997 Budget \$630,000</u>

Project Budget

	Initial Budget <u>Nov. 1996</u>	Revised Budget <u>Nov. 1997</u>
Construction Costs	\$ 477,000	\$ 536,200
Professional Fees	45,150	46,350
Utility Extensions	5,000	5,000
Project Reserve	22,850	42,450
TOTAL	<u>\$ 550,000</u>	<u>\$ 630,000</u>
Source of Funds:		
Utility Repair Funds	\$ 550,000	\$ 550,000
Hilton Coliseum Surplus Funds		80,000
TOTAL	<u>\$ 550,000</u>	<u>\$ 630,000</u>

University officials requested approval of a revised project budget in the amount of \$630,000, an increase of \$80,000, which reflects an increase in the project scope. The Iowa State Center has requested that the project scope be expanded to include re-paving of an additional area of Lot C1 which is located north of Hilton Coliseum and is badly in need of repair. One area of this lot was included in the original project scope to correct damage caused by construction activities. The Iowa State Center is providing Hilton Coliseum Surplus funds in the amount of \$80,000 to fund these repairs.

\* \* \* \* \*

University officials presented five 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

Amendments:

<u>Student Health Center</u> Baldwin White Architects, Des Moines, Iowa	<u>\$16,425</u>
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#### CONSTRUCTION CONTRACTS

**Intensive Livestock Research and Instruction Facilities—Phase 1—  
\$116,019**

**Kildee/Meats Lab Addition—Telecommunications**

Award to: Brown Brothers, Inc., Des Moines, Iowa  
(3 bids received)

#### ACCEPTANCE OF COMPLETED CONSTRUCTION CONTRACTS

Utilities—Heating Plant—Replace Chiller No. 1 Refrigerant Condensor  
York International Corporation, New Brighton, MN

#### FINAL REPORTS

<u>Parking Lots 50A and 50B Improvements</u>	<u>\$318,901.18</u>
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MOTION: Regent Fisher moved that the Register of Capital Improvement Business Transactions for Iowa State University be approved, as presented. Regent Pellett seconded the motion. MOTION CARRIED UNANIMOUSLY.

**APPROVAL OF LEASE.** The Board Office recommended the Board approve the lease, as presented.

Iowa State University officials requested approval to enter into a lease agreement with the Convalescent Home for Children, Inc., for its use of a three acre parcel of university property for construction of a Variety Club Respite Center which will provide care for children with disabilities. The university's interests in supporting the facility are to provide the services of the Convalescent Home for Children to an increasing number of students and university staff members in addition to providing access for educational, research and outreach programs. The property will be leased at no cost for a 25-year period. Other than providing the land, the university will assume no direct responsibility for any programming, financial, fund raising or other operating costs associated with the facility.

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

MOTION CARRIED.

**HILTON COLISEUM VIDEO BOARD.** The Board Office recommended the Board, subject to the approval of master lease financing, approve the acquisition by ISU of a video display board system for Hilton Coliseum.

Iowa State University officials requested approval to purchase a video display board for Hilton Coliseum. Total cost of the proposed video board equipment, including installation, is \$1,250,602. Sponsor agreements have been negotiated to provide for the full cost of the system. Iowa State University officials proposed to use master lease financing and contractual sponsorship revenues over five years to pay for the system. Section 8.11 of the Board of Regents Procedural Guide requires all equipment costing more than \$1,000,000 be submitted to the Board for approval.

MOTION: Regent Fisher moved, subject to the approval of master lease financing, to approve the acquisition by ISU of a video display board system for Hilton Coliseum. Regent Pellett seconded the motion.  
MOTION CARRIED UNANIMOUSLY.

GENERAL  
November 18-19, 1997

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

UNIVERSITY OF NORTHERN IOWA

The following business pertaining to the University of Northern Iowa was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

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

Register of Personnel Changes for October 1997.

**ACTION:** The personnel transactions were approved, by consent.

**STRATEGIC PLANNING PROGRESS REPORT.** The Board Office recommended the Board receive the status report on strategic planning from the University of Northern Iowa.

The plan articulated a new University of Northern Iowa mission statement that clearly identifies undergraduate education as the university's primary emphasis.

The plan established four goal areas: intellectual vitality; community; resources; and external relations. Each of these areas had additional subsets of goal statements, subgoals, and implementation strategies.

The plan identified five core values that are considered the fabric of the institution. Those values are intellectual vitality; intellectual and academic freedom, dialogue, and the free exchange of ideas; excellence in all of its endeavors; an ethical, caring, and diverse community; and individual well-being.

Since the plan was presented to the Board in February 1997 university officials have developed quantitative benchmarks by which the institution intends to measure its progress in achieving goals and objectives.

## Goals

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

Within each of these areas the plan identified major subgoals [objectives] that clarify the ways in which the University will address its four goals. These are listed in the chart below along with the first year results and the goal for next year.

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

- Provide curricula and related learning activities that generate intellectual vitality in all University offerings.
  1. Availability of courses
    - Baseline: No Program exists to match university resources with needs of students.
    - First Year's Results: Software creation is underway
    - Goal for Next Year: Pilot during registration
  2. Learning opportunities outside the classroom.
    - Baseline: 9,898 (total headcount for all courses identified as having an experimental component. Individual students may appear more than once.
    - First Year's Results: 10,437 (7.6% increase, goal was 2%)
    - Goal for Next Year: 2% baseline increase
  3. Student's satisfaction with library.
    - Baseline: No previous measures, first year in development.
    - First Year's Results:
      - Instructional Technology: Education & Training – 296  
(Goal next year 302)
      - Instructional Technology: Hardware/Software Resources – 353  
(Goal next year: 360)
      - Library: Services – 277 (Goal next year: 283)
      - Library: Resources – 175 (Goal next year: 179)
    - Goal for Next Year: 2% improvement
  4. Develop qualities of an educated person.
    - Baseline: Initial draft available for campus discussion.
    - First Year's Results: Qualities defined.

Goal for Next Year: Examination of available data, practices, and student experiences, in both the curriculum and co-curricular activities that fall outside the formal curriculum, to identify areas for improvement.
- Sustain and reward teaching and scholarship.
  1. Develop faculty portfolios.
    - Baseline: Current job description
    - First Year's Results: Portfolios defined for each faculty member
    - Goal for Next Year: Departmental expectations defined
- Extend University expertise to serve the needs of Iowa and beyond, as resources become available.
  1. Availability of off-campus courses.
    - Baseline: 5,287 (headcount enrollment for off-campus courses)
    - First Year's Results: 5,929 (12.1% increase) (Goal was 5%)
    - Goal for Next Year: Increase baseline 5%

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

- Promote a sense of identity and a culture of collegiality, professionalism, and mutual respect.
    - 1. Undertake a “campus climate” survey.
      - Baseline: No current data.
      - First Year’s Results: Questions have been developed for response by students at the time they register for spring semester classes. Faculty/staff will be surveyed by phone/e-mail during the spring 1998 semester.
      - Goal for Next Year: Analyze and disseminate survey results.
  - Create and nurture a diverse community within the University
    - 1. Retain protected groups.
      - Baseline: The normalized composite lag is 12.5% from the freshmen to the sophomore year.
      - First Year’s Results: Diminish the lag by 10%
      - Goal for Next Year: Diminish lag an additional 10%
  - Improve University governance and decision making.
    - 1. Use a decision support system.
      - Baseline: System not currently available
      - First Year’s Results: Beta test of a system
      - Goal for Next Year: 40% of campus decision makers access the system
  - Ensure that all members of the UNI community have the opportunity to enhance their well-being.
    - 1. Number of users of Wellness Center
      - Baseline: Students—no count available; faculty & staff—176 (represents membership spring 1997, prior to opening of new Wellness Recreation Center)
      - First Year’s Results: Not available due to delay in facility completion
      - Goal for Next Year: Students - establish baseline; faculty & staff increase 25%
- 

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

- Enhance the quality and productivity of UNI faculty and staff.
  - 1. Dollars spent for faculty on professional development opportunities.  
Baseline: Faculty: \$1,591,947.80; Staff: 630 CEU equivalents  
First Year's goal: Faculty: \$1,693,818 (6.4% increase) (Goal was 2%); Staff: 877 CEU equivalents, (39% increase)  
Goal for Next Year: Faculty: Increase baseline 2%; Staff Increase baseline 3%
- Optimize the acquisition and utilization of University resources.
  - 1. Dollar amount transferred annually from UNI Foundation to the university.  
Baseline: \$4.2 million  
First Year's Results: Increase amount by CPI + 2% to a limit of 6%  
Goal for Next Year: Increase amount by CPI + 2% to a limit of 6%
- Provide a physical environment which supports the activities of the University.
  - 1. Size a building repair budget.  
Baseline: Building repair budget = .44% of replacement cost  
First Year's Results: .47%  
Goal for Next Year: .5%
- Ensure that useful information is easily accessible, accurate, and widely shared.
  - 1. Availability of current transactional software for all processes.  
Baseline: Software currently in use  
First Year's Results: Upgrade Advancement Division software  
Goal for Next Year: Year 2000 upgrades

**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.
  - 1. Survey key populations: general public, legislators, decision leaders, and alumni.
    - Baseline: None available
    - First Year's Results: Survey contracted for general public, legislators, and decision makers. Alumni survey to be developed in-house and piloted.
    - Goal for Next Year: Results from Alumni collected and analyzed.
- Pursue and strengthen mutually beneficial relationships with external constituencies.
  - 1. Develop effective in-state networks.
    - Baseline: Not available
    - First Year's Results: Development of legislative network in target cities.
    - Goal for Next Year: Development of Admissions network
- Focus on the value of a UNI education in building a compelling case for public and private support.
  - 1. Dollar amount transferred annually from the UNI Foundation to the university.
    - Baseline: \$4.2 million
    - First Year's Results: Increase amount by CPI+2% to a limit of 6%
    - Goal for Next Year: Increase amount by CPI+2% to a limit of 6%

The goals and subgoals of the University of Northern Iowa plan appear to coincide well with the Key Result Areas (KRA) and objectives of the Board.

President Koob presented a progress report on the University of Northern Iowa's strategic plan. He noted that there were approximately 17 performance indicators under each goal.

Regent Lande asked for examples of what is considered experiential learning. President Koob responded that student teaching is the most common experiential learning. Other experiential learning would include coop programs, internships, externships, undergraduate research, and international placements. Any out-of-class experience done for credit would be considered experiential learning. It is real-world experiences that enhance and integrate the content of students' courses.

Regent Fisher asked in what year of a student's career does experiential learning begin. President Koob responded that coop programs ideally will start in the sophomore year. Experiential learning can happen at any year.

Regent Fisher stated that the University of Northern Iowa's experiential learning efforts were excellent. He encouraged university officials to continue the emphasis and to

increase participation in those out-of-class experiences. It is good for the student and for the private sector. He hoped there would be 100 percent student participation.

President Koob continued to review the performance indicators. With regard to goal 3 concerning resources, he asked for advice from the Board about targeting 1 percent of the university's operating budget as a building repair fund, which was his suggestion in February. He said his budget office staff pointed out how foolish he had been to suggest 1 percent which was based on the following analysis. The Fisher Commission report suggested the universities should have a 1-1/2 to 2 percent building repair target for the campus. University of Northern Iowa officials believed that one-half of that would come from episodic appropriations from the legislature, such as the remodeling of Lang Hall. The other one-half would come from on-campus reallocation.

President Koob said it was his understanding that most private businesses have a diminishing value for their buildings; the buildings are amortized over time. The 1-1/2 to 2 percent proposed by the Fisher Commission was based on maintaining buildings in good condition as the value decreases to zero. Public buildings are not treated the same way; public buildings increase in value every year by the amount of inflation. Therefore, university officials have to reallocate roughly a quarter of a million dollars a year just to stay constant. That is a very aggressive amount of the university's margin for redistribution.

President Koob stated that in effect the 1 percent was not only a repair budget but was also a continuing capitalization of the buildings. In effect, over time a building is replacing itself. Mentally he has lowered the goal from 1 percent to a 1/2 percent based on the different paradigm between private industry and the public sector. Some have argued, however, that the university ought to keep it high and make that as a case to the legislature.

President Koob said he was seeking advice from the Board as to what it would consider to be a suitable effort on the part of the university. He would be polling the Regents individually to get their views. University officials believe that a performance target of about one-half of a percent sets up a continuing reappropriation to building repairs as the value of the buildings increase.

Regent Lande stated that neither depreciation issues or asset valuations have much to do with what is a reasonable amount to spend to maintain the campus buildings. He said he was open to suggestions as to what the number should be and how it ought to be arrived at.

President Koob continued to review the performance indicators for the University of Northern Iowa strategic plan. He noted that next year university officials would report to the Board on how they did with the year 2000 issue.

President Koob stated that overall he was pleased with the progress being made on the university's strategic plan.

President Koob said he wished to publicly thank the University of Iowa Hospitals and Clinics for the very kind attention that was given to the University of Northern Iowa's Vice President Sue Follon while she was there for surgery. He said she received expert care from one of Iowa's public institutions.

At this point in the meeting, Acting President Arenson introduced two state legislators: Representative Bill Dix and Representative Bob Brunkhorst. He welcomed them to the Board of Regents meeting.

Acting President Arenson noted that development of the University of Northern Iowa strategic plan had been a collaborative and open process. He applauded those efforts. He noted that the plan has been on the Web.

President Koob said there was a full matrix of the performance indicators on the Web.

Acting President Arenson referred to faculty productivity, noting that within the past 6 months the Board adopted a policy that focuses on units rather than individuals. He hoped they would continue to focus on what each unit does rather than individuals. There are different roles within the portfolio approach. He asked if the University of Northern Iowa is following that approach.

President Koob responded affirmatively. He said the whole reason for portfolios is to achieve the goals of the university while making the best use of the talents of each faculty member. There was a concern on campus that the Board was trying to standardize each faculty portfolio, which he said was exactly wrong. The goal is to meet the needs of the state by providing quality education, excellent research and service, and good stewardship of resources. The sum of the individual faculty strengths makes for a quality university.

**ACTION:** Acting President Arenson stated the Board received the status report on strategic planning from the University of Northern Iowa, by general consent.

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

PROJECT DESCRIPTIONS AND BUDGETS

University officials presented two 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.

\* \* \* \* \*



University officials requested approval to renew three lease agreements as lessee for transmitter sites for KUNI-FM as follows:

- with Coronet Communications Company for the university's use of a portion of a communication tower located in Rock Island, Illinois, for a 12-month period effective January 1, 1998, at the rate of \$390.94 per month (\$4,691.28 per year);
- with River Valley Cooperative for the university's use of space on a concrete elevator located in Eldridge, Iowa, for a 12-month period effective November 12, 1997, at the rate of \$400 per year; and
- with Radio Station KATF for the university's use of a communications tower located in Grant County, Wisconsin, for a three-year period effective January 1, 1998, with the rate for the first year of the renewal period to be determined based on any increase in the Consumer Price Index as of December 1997 (the current rental rate is \$270.01 per month, \$3,240.12 per year).

University officials requested Board consent to the assignment of the existing lease agreement with Olesen-Simonsen Realty to Mr. Jim Lown for the university's use of 3,175 square feet of space located in Waterloo, Iowa, at the rate of \$600 per month (\$2.27 per square foot, \$7,200 per year), through March 31, 2001, for the John Pappajohn Entrepreneurial Center as well as other programs of the College of Business Administration.

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

MOTION CARRIED.

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

## IOWA SCHOOL FOR THE DEAF

The following business pertaining to Iowa School for the Deaf was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

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

Register of Personnel Changes for October 1997.

**ACTION:** The Register of Personnel Transactions was approved, by consent.

**APPROVAL OF IOWA SCHOOL FOR THE DEAF POLICY ON SEXUAL/PHYSICAL HARASSMENT AND ABUSE.** The Board Office recommended the Board (1) approve revision of the Iowa School for the Deaf policy concerning child abuse, dependent adult abuse, abuse of students by employees, and the reporting of abuse thereunder; (2) approve revision of section 10.14 of the Board of Regent's Procedural Guide to reflect the adoption of this policy and its procedures; and (3) request that the Superintendent include the appointment of the designated Level I child abuse investigators and alternates annually in the June personnel register for the next fiscal year.

Iowa School for the Deaf officials recently undertook a review and revision of its child abuse policies. Recent legislative changes and the revision of the IBSSS child abuse policies precipitated the review and revision. The revised policy proposed by Iowa School for the Deaf will provide for similar policies between Regent institutions. The policy has been amended to include dependent adults (students aged 18 to 21) who may be sexually or physically abused.

The proposed policy provides policies and procedures for reporting and investigating staff and volunteers who may abuse students. Since there are two procedures that govern abuse of children and dependent adults in educational settings, the policy makes clear distinctions which reporting and investigative procedures affect which staff.

School officials worked with the Attorney General's Office as they devised this revised policy. The Attorney General's Office reviewed the proposed policy and commended it to the Board for consideration.

**MOTION:** Regent Lande moved to (1) approve revision of the Iowa School for the Deaf policy concerning child abuse, dependent adult abuse, abuse of students by employees, and the reporting of abuse thereunder; (2) approve revision of section 10.14 of the Board of Regent's Procedural Guide to reflect the adoption of this policy and its procedures; and (3) request that the Superintendent include the appointment of the designated Level I child abuse investigators and alternates annually in the June personnel register for the next fiscal year. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

**APPROVAL OF STRATEGIC PLAN.** The Board Office recommended the Board (1) receive the report on strategic planning at the Iowa School for the Deaf and (2) request that the Iowa School for the Deaf develop quantitative measures for its strategic plan where appropriate.

Iowa School for the Deaf officials submitted its strategic plan which contains four Key Result Areas and all new mission, belief, values, and vision statements. The previous Iowa School for the Deaf plan contained eight goals and numerous sub-goals.

The new Iowa School for the Deaf plan continues to place major planning emphasis on quality teaching and services, accountability, creative programming to meet the unique needs of the hearing impaired, and the improvement of facilities and equipment.

The new Iowa School for the Deaf mission statement replaces a much longer statement but succinctly states the essence of the institution. The new mission statement reads as follows:

The mission of the Iowa School for the Deaf is to provide comprehensive and appropriate educational programs and service to enable deaf and hard of hearing children to attain personal excellence.

The new beliefs statement reads as follows:

1. Learning is a process that occurs in all aspects of life.

2. Deaf and hard of hearing students are the central focus of our learning vision.
3. Deaf and hard of hearing students deserve the most appropriate individual learning environment.
4. Our educational systems must be comprehensive to respond to the individual needs of deaf and hard of hearing learners.
5. The role and importance of deaf culture and heritage should be recognized and fostered.

The new vision statement reads as follows:

The Iowa School for the Deaf will be one of the best educational settings for deaf and/or hard of hearing youngsters in the United States.

The school will develop measurable standards to assess its effectiveness; and will utilize multiple criteria to demonstrate its accountability and progress toward attaining its goals and objectives.

The new value statement reads as follows:

The Iowa School for the Deaf values the pursuit of optimal educational and personal growth for each student.

Each of the Key Result Areas has several objectives most of which are measurable. Quantitative measures similar to those adopted by the Regent universities need to be developed to allow the assessment of planning results.

## KEY RESULT AREA

- 1.0.0 Quality teaching, pupil personnel, and administrative services remain key priorities at the Iowa School for the Deaf.

### OBJECTIVE

- 1.1.0 Meritorious teaching will be recognized each year.
- 1.1.1 The school will fund a teacher merit salary program.
  - 1.1.2 The school will utilize the Performance Based Teacher Evaluation Program to recognize meritorious teaching.
  - 1.1.3 The school will implement programs to reward teaching excellence exclusive of the merit salary program (e.g., employee of the quarter, staff development opportunities.)
- 1.2.0 Staff development opportunities will be provided to all staff on an annual basis.
- 1.2.1 Every two years the school will assess staff development needs.
- 1.2.2 Each year the school will provide each staff person with at least 40 hours of staff development activities.
- 1.3.0. Quality teaching will be fostered by providing or reallocating resources that enable the instructional outcomes stated in the IEPs to occur.
- 1.3.1 Each year the administrative team will develop a prioritized list of recommended quality programs that will focus on the educational needs of the students.
  - 1.3.2 Each year the school administration will put a focus on at least one quality instructional program through reallocation of resources or receipt of new funds to implement such.
  - 1.3.3 Every year the superintendent will review the various cooperative agreements with AEAs and LEAs to determine their continued appropriateness; new agreements shall be developed, as appropriate.
- 1.4.0 The Student Life Program will have opportunities for family based education.

- 1.4.1 By January 1998, the student life curriculum will be in place and implementation started.
- 1.4.2 Annually, the student life administration team will maintain staff/student ratios of 1:6 and also develop special needs staffing arrangements.
- 1.4.3 Specific family education and student enrichment activities will be provided weekly to all students.
- 1.5.0 All staff will develop and enhance communication skills commensurate with their job responsibility level.
  - 1.5.1 Every year all staff will have the opportunity to participate in a sign language class.
  - 1.5.2 Every five years all staff will be evaluated as to their sign language proficiency.
  - 1.5.3 By September 1998, a program to encourage staff to achieve above their required competency level will be in place.
- 1.6.0 Attract, develop and retain faculty, administrators and staff high in quality and diverse in gender, race, ethnicity and nationality.
  - 1.6.1 Emphasize efforts to recruit under-represented classes on the Iowa School for the Deaf campus with a written plan developed by June 1998.
  - 1.6.2 Every professional or certified job vacancy will be advertised at post-secondary programs specifically designed for the deaf.
- 1.7.0 All educational and student life staff will be encouraged to participate in continuing education opportunities.
- 1.7.1 Salary incentives and tuition reimbursement will be provided to faculty and administrative staff annually.
- 1.7.2 In conjunction with the Regent Resource Center and other area universities/colleges, provide at least five graduate courses each year that are appropriate for the school staff.

## KEY RESULT AREA 2.0

- 2.0.0 Strengthen and expand the creative and innovative programming at the Iowa School for the Deaf.

### OBJECTIVE

- 2.1.0 Identify unmet needs for deaf and hard of hearing students.
  - 2.1.1 By September 1998, develop and implement updated health and wellness education programs.
  - 2.1.2 By January 1998, disseminate information on the Iowa Child Hearing Loss Center.
  - 2.1.3 By April 1998, implement an expanded access to technology programs.
  - 2.1.4 By September 1999, have campus wide computer labs available to all students.
  - 2.1.5 By September 1998, have an adult/student mentoring program.
  - 2.1.6 By May 1998, develop an initial program for our academically challenged students.
  
- 2.2.0 Obtain requisite funding for libraries, instructional technology, and vocational education equipment required to prepare deaf and hard of hearing students for the next century.
  - 2.2.1 Fund literacy development programs.
  - 2.2.2 By January 1999, put in place a critical thinking skills program and a reading for information program.
  - 2.2.3 By May 1998, determine equipment needs and cost of such; then determine source of funds.
  - 2.2.4 By July 2000, develop authentic work training situations related to transitional efforts.
  
- 2.3.0 Student evaluation procedures will be enhanced and higher achievement/outcomes will be expected.
  - 2.3.1 Portfolio(s) will be developed for students in at least two subject areas by September 1998.
  - 2.3.2 Student achievement scores by class will exceed the national deaf norms.
  - 2.3.3 Outcomes will be documented for all students not involved with achievement testing (mentally handicapped and lower elementary).
- 2.3.4 At least 85% of the individuals of each graduating class will transition to post-secondary educational programs or competitive work situations.

**KEY RESULT AREA 3.0**

- 3.0.0 The maintenance for facilities, equipment and operating budgets will be sufficiently funded to allow the Iowa School for the Deaf to provide a safe, healthy, learning environment.

OBJECTIVE

- 3.1.0 The deferred maintenance list will be updated annually.
- 3.2.0 By December 2000, the visual alert system will be totally in place.
- 3.3.0 Upon awareness, facility health hazards will be addressed and a plan formulated to remove/abate the hazard.
- 3.4.0 By July 1998, a master plan will be developed to address replacing/upgrading facilities, equipment, vehicles and furnishings due to obsolescence, deterioration, and technological innovation.

**KEY RESULT AREA 4.0**

- 4.0.0 Flexibility, efficiency, cooperation and accountability are important activities at the Iowa School for the Deaf.

OBJECTIVE

- 4.1.0 An internal review cycle of selected operations, as noted in the Iowa School for the Deaf Business Office Procedural Manual, will be developed by March 1998.
- 4.2.0 A comprehensive review of the Iowa School for the Deaf Employee Handbook will be initiated by February 1998 and the review completed by February 1999.
- 4.3.0 During the time block of May-June of each year, the staffing patterns of the School will be finalized in preparation for the ensuing academic year.

Superintendent Johnson reviewed the strategic plan with the Regents, noting that it was similar to what was presented three years ago. The strategic plan was condensed, focused and made more appropriate for today in consideration of the Board's key result areas.

Acting President Arenson asked if the benchmarks would be developed some time during this school year. Superintendent Johnson responded affirmatively. He provided two examples of benchmarks: 85 percent of graduates would go on to post-secondary education and student achievement of one standard deviation above the deaf norms nationally.

Acting President Arenson commended Superintendent Johnson and his staff for the work that had been done so far.

**ACTION:** Acting President Arenson stated the Board, by general consent, (1) received the report on strategic planning at the Iowa School for the Deaf and (2) requested that the Iowa School for the Deaf develop quantitative measures for its strategic plan, where appropriate.

**EQUAL EDUCATIONAL OPPORTUNITY FOR STUDENTS POLICY.** The Board Office recommended the Board approve the policies and procedures.

Section 504 of the Rehabilitation Act (42 U.S.C. §794) requires schools to provide educational programs to students without discriminating against them because of their disabilities. School officials developed policies and procedures to ensure against discrimination.

The policy states that the school does not discriminate against individuals in its educational programs or activities. Students, parents, employees, and others doing business with the school are advised to contact either the elementary or high school principal, the director of residence life, or the director of human resources if there are questions or concerns about Iowa School for the Deaf's compliance with anti-discrimination statutes.

Grievances follow the school grievance procedures that seek resolution informally before employing formal procedures. The grievance procedure follows already established procedures that are part of the employee handbook. Students and parents are advised that they may request an impartial hearing rather than use the grievance procedure. Procedures to be used in the impartial hearing are included with the policy.

The Attorney General's office reviewed the policy and recommended approval.

MOTION: Regent Fisher moved to approve the policies and procedures. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

**STAFF SENATE AMENDMENTS.** The Board Office recommended the Board approve changes to the bylaws of the Iowa School for the Deaf Senate.

The Iowa School for the Deaf Senate provides a forum for staff of the school to interact with the superintendent to hear reports of actions by the Board of Regents and to provide an opportunity for upcoming issues to be aired at the school. Recent changes in the staff structure have necessitated a reallocation of seats on the senate.

The amendments were proposed by the Senate and passed unanimously. Dr. Johnson has agreed with the amendments. The Iowa School for the Deaf Advisory Committee reviewed the proposed amendments and recommended their adoption to the Board of Regents.

MOTION: Regent Fisher moved to approve changes to the bylaws of the Iowa School for the Deaf Senate. Regent Smith seconded the motion. MOTION CARRIED UNANIMOUSLY.

Acting President Arenson then asked Board members and institutional officials if there were additional items for discussion pertaining to the Iowa School for the Deaf. There were none.

IOWA BRAILLE AND SIGHT SAVING SCHOOL

The following business pertaining to Iowa Braille and Sight Saving School was transacted on Tuesday and Wednesday, November 18 and 19, 1997.

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

Register of Personnel Changes for the period of September 21 to October 18, 1997.

**ACTION:** The personnel transactions were approved, by consent.

**IOWA BRAILLE AND SIGHT SAVING SCHOOL BOILER PLANT DISPOSAL.** The Board Office recommended the Board authorize the Iowa Braille and Sight Saving School to advertise for the sale of property which includes the school's former boiler plant.

Iowa Braille and Sight Saving School officials requested approval to advertise for the sale of approximately 1.5 acres of property located north of the Iowa Braille and Sight Saving School campus. The property includes the school's former boiler plant which is no longer used by the school since the installation of new boilers in 1995. The school has determined that the sale of the property will provide the best method of disposal.

**MOTION:** Regent Lande moved to authorize the Iowa Braille and Sight Saving School to advertise for the sale of property which includes the school's former boiler plant. Regent Fisher 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.

Superintendent Thurman stated that there are times when we all have bittersweet tasks to perform. He stated that Mary Beth Young would be retiring at the end of this calendar year. He offered some thoughts on her tenure with the Iowa Braille and Sight Saving School in various positions, noting that she served as acting superintendent prior to his arrival at the school. Superintendent Thurman stated that he would miss Mrs. Young and that she had been a great source of advice, strength and support to him.

Acting President Arenson, on behalf of the Board of Regents, thanked Mrs. Young for everything she has done for the Iowa Braille and Sight Saving School especially as acting superintendent. He said the Regent institutions come down to people; people like Mary Beth Young make it easy for the Board to do its job. He wished her the best in her future.

#### **ADJOURNMENT.**

The meeting of the State Board of Regents adjourned at 11:30 a.m., on Wednesday, November 19, 1997.

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R. Wayne Richey  
Executive Director