

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Status Report on Board-Requested Administrative Services Study  
**Date:** May 10, 2004

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**Recommended Actions:**

1. Receive the status report on steps taken to date on enterprise-wide collaboration for non-academic administrative services.
  2. Approve recommendations in areas for identified projects.
  3. Provide guidance on areas for further study.
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**Executive Summary:**

In response to the Board's directive in December 2003, staff from the three Regent universities and Board Office:

- Identified areas for enterprise-wide collaboration, limiting the focus to the following key areas under the purview of the universities' Vice Presidents for Finance (pages 5 through 15):
  - Business Services
  - Facilities
  - Financial
  - Human Resources
  - Information Technology
- Established criteria for each of the studies.
- Delineated the two types of studies, with timelines:
  - Initial Projects (short-term) – to begin between spring and fall 2004, with targeted completion date during FY 2005 and, as detailed in Attachment B beginning on page 9, include:
    - Business Services – Fleet/Motor Pool Service
    - Business Services – Disposal of Vehicles
    - Business Services – Convenience Copiers and Office/Lab Laser Printing
    - Business Services – Department of Public Safety – Training and Operations
    - Facilities – Inter-Institutional Facilities Coordination
    - Facilities – Asbestos Testing and Design, Mold Testing and Analysis

- Facilities – Storm and Waste Water Compliance and Environmental Health and Safety Training
- Financial – Treasury Operations/Investments
- Financial – Internal Audit
- Human Resources – Collective Bargaining Representation
- Human Resources – Learning & Development
- Human Resources – Job Advertising Contracts
- Information Technology – Software Licensing
- Information Technology – Telecommunications Vendor Contracts
- Information Technology – Intern-Institutional Information Technology Coordination
- Intermediate Projects (longer-term) – to begin during FY 2005, with targeted completion date within FY 2005 and FY 2006 and, as detailed in Attachment C beginning on page 14, include:
  - Business Services – Broadcasting Services
  - Financial – Financial Systems Integration and Coordination Review, Part A: Financial Systems (General Ledger, AP, PO, AM, and IC)
  - Financial/Human Resources – Financial Systems Integration and Coordination Review
    - Part B: Payroll Processing
    - Part C: Benefits Administration: Health Insurance
    - Part D: Spending Account Administration
  - Facilities – Environmental Health and Safety Services
  - Human Resources – Immigration Services for Employment
  - Human Resources – Risk Management Programs
  - Human Resources – Employee Records Management

The attached report provides the status of the actions taken to date and outlines a framework for the studies which includes:

- Focus of studies
- Study components
- Conduct of study
- Expectations

These steps represent a considerable effort in enhancing the culture of collaboration among the Regent institutions.

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**Background:**

December Board Resolution      At its December meeting, the Board adopted a resolution to provide contingent direction to the institutions in planning for potential reductions in FY 2005 state operating appropriations.

As part of that resolution, the Board directed the university presidents to begin planning in the following priority areas:

- Maintain quality in educational programs offered to enrolled students as the top priority even to the extent that enrollments must be reduced or otherwise managed to maintain that quality.
- Propose methods to achieve administrative efficiencies and other cost containment measures through enterprise-wide collaboration or the creation of enterprise-wide non-academic, administrative services.
- Propose the elimination of selected off-campus centers and outreach services where the revenues generated are less than the costs.
- Propose removal of some or all general funds and/or increases in service fees for selected non-curricular campus-based programs and activities that mainly serve constituents other than enrolled students, with the goal of making such activities as self-supporting as possible.
- Propose strategic cuts in on-campus academic programs as necessary to achieve the budget reduction targets, focusing especially on high cost programs that serve relatively few students and on programs that may be duplicative.
- Propose internal budgetary allocations that will protect existing and/or create expanded revenue streams for University General Funds.

Review of Administrative Areas

The second bullet point above, the proposal to achieve administrative efficiencies through enterprise-wide collaboration or the creation of enterprise-wide, non-academic administrative services, will require careful assessment.

Since the December meeting, personnel from the three universities and the Board Office have taken a series of steps that included:

- Numerous conference calls conducted to discuss enterprise-wide collaboration for administrative efficiencies and other cost containment measures
- Limitation of the focus to six key areas under the purview of the Vice Presidents for Finance at the universities:
  - Business Services
  - Facilities
  - Financial
  - Human Resources
  - Information Technology
  - Procurement

- Establishment of criteria for study components and expected outcomes
- Development of a website for institutional input
- Identification of administrative areas in the following categories:
  - Currently coordinated
  - Potential for coordination
  - Not considered for study at this time
- Identification and ranking of over 200 specific areas on the university campuses for potential study
- Aggregation of common areas
- Assignment of staff and lead university/office
- Timelines established

Criteria for Study

The following criteria were established for each study:

- Save costs, not shift costs
- Balance short- and long-term gains of the Regent institutions
- Positive return on investment (ROI) based on relevant net present value assessments (cost-benefit analysis)
- Gain in productivity, even if no other cost savings
- Improvement in quality
- Retention or improvement to responsiveness of customer needs
- Impact to lowans
- Does not diminish constructive, competitive differences and values
- Retention of institutional identity
- Minimization of external challenges to statutory authority
- Recognition of essential local-delivery factors (site specific issues such as snow removal and lawn care)

Timelines  
Established

January – assess priorities and develop lists

February – gather data, define areas for cursory review, fast track implementation of easy, positive opportunities

March/April – refine identified areas

May – presentation of status report to the Board

Types of Projects

Two distinct types of projects were identified:

- Initial Projects (short-term) – Studies to begin between spring and fall 2004, with targeted completion date during FY 2005.
- Intermediate Projects (longer-term) – Studies to begin during FY 2005, with targeted completion date within FY 2005 and FY 2006.

Final Reports

When studies are completed, final reports for all identified projected will be presented to the Board.

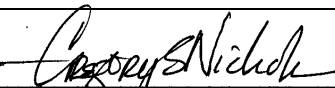
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**Analysis:**

- Focus of Studies For each study, groups will be requested to:
- Look at the study issue from a macro perspective – Regent-wide
  - Conceive, design, and manage project in ways that promote sustained operations and growth, increase impact in other settings, and achieve lasting and widespread impacts.
  - Understand the problems/issues
  - Identify the significance of the project
  - Determine feasible and appropriate goals
  - Identify expected quantifiable and qualitative results
- Study Components Each study will address the following components:
- Identification of related facts
  - Potential for savings
  - Return on investment (dollars and/or increased productivity)
  - Customer satisfaction
  - Quality of service
  - Competitiveness
  - Regent governance issues
- Conduct of Studies Institutional commitment for the studies will be demonstrated by:
- Utilizing a broad base of participants and partnering with others
  - Allocating adequate resources
  - Enlisting expertise, including relevant professionals
  - Tackling bigger picture and greater range of associated issues
  - Working to expand collaborative efforts already initiated
  - Identifying barriers and suggestions for alternatives
- Expectations Final reports of the projects will show whether the study:
- Produced quantifiable and/or qualitative outcomes
  - Created cost-efficiencies, or achieved other savings/improvements not specifically anticipated at the beginning
  - Outlined proposed changes in organizational structures
  - Evaluated each area and established benchmarks
  - Implemented best practices
  - Successfully disseminated planned actions to all appropriate parties

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Pamela M. Elliott

Approved:   
Approved: Gregory S. Nichols

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**CURRENT SHARING AND COLLABORATION**  
**Identified by Regent Universities**

**Business  
Services**

CAMPUS DELIVERY – Iowa Department of Transportations (DOT) makes its semi tractor and flatbed trailer available for ISU to use in campus deliveries.

MAIL SERVICES – SUI processes UNI's outgoing mail and gains the volume/sorting discounts.

SHIPPING AND RECEIVING – DOT delivers statewide to ISU Extension offices at no charge.

PRINTING – Joint Regent paper contracts have resulted in savings. Print job sharing is currently done on a limited basis.

PURCHASING FUEL – Regent institutions, DOT, and Iowa Department of Administrative Services (DAS) work cooperatively to bid fuel purchases, with the consequence that, i.e., current bid gasohol prices are below the average terminal price.

PURCHASING NEW VEHICLES – Regent institutions, DOT, and DAS combine volumes and work cooperatively to bid new vehicle purchases, with savings accruing through excellent vehicle prices.

PURCHASING OIL – ISU purchases oil from DOT, with combined volume reducing cost.

TRACKING FLEETS – the same fleet tracking software was purchased at each Regent institution, resulting in a lower purchase price.

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**Facilities**

ASBESTOS AND LEAD MANAGEMENT – SUI provides services to Iowa Braille and Sight-Saving School and Iowa School for the Deaf.

ASBESTOS TESTING AND DESIGN, MOLD TESTING AND ANALYSIS – Currently, ISU has a certified laboratory that conducts all asbestos testing for its campus, Iowa DOT, and Iowa Schools for the Deaf and Blind. ISU also manages all asbestos abatement projects for these agencies, and is set up to manage multi-institution asbestos testing, design and abatement projects for the Regent institutions.

BOILERPLATE CONSTRUCTION CONTRACTS – the Regent universities share a boilerplate construction contract.

CAMPUS MASTER PLANNING – ISU assists with Lakeside Lab site development and land agreements, and with coordination of institutional roads projects.

CONSTRUCTION MANAGEMENT AND INSPECTION – ISU provided oversight for new construction projects at ISD.

COORDINATION – Facilities staff from ISU, SUI, UNI and the Board office meet regularly to discuss construction design issues and construction administration issues; meet with Master Builders of Iowa to discuss general construction issues.

ISU and SUI are members of the Higher Education Facilities Management Association, which meets three times a year.

JOINT PURCHASE CONTRACTS – Joint contracts for chemicals, stack testing, monitor testing and energy management systems have been developed.

UTILITIES – The three universities meet regularly to collaborate on utilities related matters.

- SUI is loaning a portable steam-blow muffler (which is expensive equipment) to ISU.
- Welding quality control procedures were jointly developed by the three universities and Board Office.
- Three universities share a boiler-water chemical treatment contract with NALCO Chemical Company that is administered by ISU.
- An environmental emissions testing service with Comprehensive Emissions Services, administered by ISU, is shared by the three universities.
- SUI recently let a 5-year fuels testing services contract to Standard Laboratories that includes the option to add other Regent institutions at their discretion.

SUSTAINABLE DESIGN DOCUMENT – Design staff worked with representatives of ISU, UNI and the DNR to assemble a resource document on sustainable design.

STORM AND WASTE WATER COMPLIANCE AND ENVIRONMENTAL HEALTH AND SAFETY TRAINING (Environmental Health and Safety Services) – Currently, health and safety training is offered campus-wide at ISU and SUI primarily through a web-based training modality or at the unit level, with classroom and computer-based training overseen by department-level staff. Both SUI and ISU have significant training efforts with a large number of course offerings tailored to specific institutional needs.

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## Financial

FINANCIAL ACCOUNTING AND MANAGEMENT – Financial reporting policies are coordinated via an inter-institutional work group.

INVESTMENTS – the three universities currently use the same investment advisor and managers hired by the Board of Regents. The assets are pooled together to achieve the lowest fees possible. UNI endowment funds are managed by SUI. ISU manages the endowment funds of the special schools.

CASH MANAGEMENT, CASHIERING, BOND OPERATIONS – There is coordinated review of best practices, and consultation on the establishment of miscellaneous fees. A cash management policy and training program was completed in 2004 and is used by all universities.

BUDGET – Regular collaboration through inter-institutional unit cost committee where the cost of education is calculated by each university using the same assumptions and algorithm.

TREASURY OPERATIONS – Debt – SUI is paying agent for UNI registered bond issues prior to 1995.

Wells Fargo provides a master lease agreement to the Board of Regents that is accessible by all Regent institutions.

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**Human  
Resources**

WORKERS COMPENSATION – The State of Iowa self-insures workers compensation. The Regent institutions, the Board Office, the State, and an external worker compensation consultant meet periodically on this topic.

CONSULTATION – Information shared across institutions on immigration, labor relations, payroll, and general benefits.

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**Information  
Technology**

CAMPUS AREA NETWORK – Technical and operational information is shared among telecommunications staff of the three universities.

ENTERTAINMENT TELEVISION – The negotiated contract language for the local cable franchise holder (Mediacom) is shared.

BEST PRACTICES – Shared by three universities for course management systems, video conferencing, live video streaming/video on demand, collaboration environments (i.e. WebEx, Elluminate's vClass), local dial-tone, long distance, campus wide networking and Internet.

INTERNET CONNECTIVITY – ISU and SUI share some backup services and provide Internet 2 connectivity to UNI.

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**Procurement**

GOODS AND SERVICES CONTRACT DEVELOPMENT – Regent purchasing departments and stores operations have been collaborating for many years in establishing joint procurement contracts and participating in large buying groups, such as E&I Cooperative, and IA Biotech Assoc. Cooperative contracts also include DOT. Other examples of cooperative contracting include hazardous waste disposal, fluorescent lamp recycling, scientific equipment and supplies, monitoring power plant emissions, electrical supplies, safety glasses, soft and fine paper, and power plant chemicals. Regent institutions have access to University of Iowa Hospitals and Clinics pricing through the purchasing cooperative Novation. Purchasing management staffs from Regent institutions and DOT and DAS have met regularly for years to discuss cooperative contracts and other opportunities for collaboration and sharing.

PROCUREMENT CARD PROGRAM – Regent purchasing departments collaborated in the development of a joint Regent contract for a procurement card provider. The joint volume benefits all campuses. For example, the contract for Visa Bank is currently shared. The rebate from the volume is distributed according to each school's volume and the total rebate level is calculated based on the sum of all schools. Thus the rebate for ISU and UNI is much higher when combined with SUI's volume. UNI would not qualify for a rebate on their volume alone.

TRAVEL –The institutions have shared airline contracts, car rental, and American Express agreements in the past. Work is in progress to send out a joint RFP for travel agencies and airline contracts.

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**RECOMMENDED INITIAL PROJECTS**

**Administrative Functions Identified By Regent Universities  
For Shorter Term Inter-Institutional Study**

Identified studies are to begin between spring and fall 2004, with targeted completion date during FY 2005.

**Business  
Services**

**Fleet/Motor Pool Services**

Currently, each institution contracts with a car rental company to handle overflow requests. This project involves attempting to establish one vehicle rental contract that would cover all Regent universities. This contract would be used by the transportation operations to fill requests when no university vehicles are available. Possible steps in the process would include:

- Exploring the concept of including local government bodies.
- Developing a matrix of individual agencies contract requirements.
- Determining the number of yearly rentals from current contracts.
- Developing an RFP along common requirements, which would be sent to all rental companies in the state.
- Allowing flexibility in the RFP for each institution/agency to set up unique requirements i.e. one-way rentals to airport.

**Business  
Services**

**Disposal of Vehicles**

Currently, all Regent universities use state DOT and DAS auctions for vehicle disposal. Prior to 2001, vehicles were only disposed through sales at the DOT auction in Ames and the State Department of Administrative Services auction in Des Moines. UNI and SUI incurred extra cost to transport their vehicles to these auction sites. In 2002, SUI held its own successful vehicle auction.

This project is intended to maximize the return on vehicles and minimize the cost to dispose of them.

**Business  
Services**

**Convenience Copiers and Office/Lab Laser Printing**

Currently, SUI is involved in a copier cost per copy RFP through E&I Cooperative. ISU is also looking at the responses of this RFP to determine savings. The University of Nebraska has been successful in seeing savings of switching their copiers from purchase to cost per copy arrangements.

This study would include a review of current purchasing practices for office copiers, maintenance and supplies to determine cost effectiveness; and would include review/survey of existing machines, volumes, associated capital investment, and operating costs associated with the equipment. A determination would be made as to whether a per copy program would offer overall cost savings, administrative time/labor savings, and better access to newer technology, while eliminating the annual capital outlay in buying copiers. Consideration will be given to developing a Regent-wide cost per copy program RFP.

The second portion of the project would involve studying the universities' migration pattern of unrecorded "prints" from copiers to desktop laser printers. Identifying enterprise software to determine the feasibility of charging for networked laser printing may be involved. This would allow the universities to leverage total combined print and annual copy volume to achieve the best possible cost per copy. This project could provide the structure to begin management of laser printer output including charging for laser prints using enterprise wide software, which could create a funding source for replacement of laser printers.

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**Business Services**

**Department of Public Safety – Training and Operations**

SUI has provided training and general certification Taser training for ISU and UNI police supervisors and police officers at no cost. The SUI has one of only two Taser Master Trainers in the State. Department of Public Safety Directors are exploring the possibility/feasibility of conducting joint police officer training three times a year, rotating the location between the three universities.

ISU, UNI and SUI are currently sharing police officers to assist in home football games. Costs are covered by the requesting institution. The three universities are engaged in reviewing additional mutual aid agreements similar to what is in place with local municipal police and university police.

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**Facilities**

**Inter-Institutional Facilities Coordination**

Significant progress has been made in a variety of facilities-related areas as a consequence of inter-institutional bi-monthly coordination sessions.

An inter-institutional facilities study would look at various opportunities for greater coordination and efficiencies such as: building maintenance, administration/engineering support, administrative services collaboration, campus master planning, classroom and special event scheduling, construction management/inspection, contract administration, custodial services, grounds maintenance, space planning collaboration, life safety code, construction contract improvements, software for facilities condition audits; and sharing of equipment, standards, contracts and testing services.

The study would also explore the possibility of aggregating maintenance contracts and leveraging that volume through collaborative Regent institution agreements. This would include evaluating consolidated equipment maintenance programs using third party insurance/maintenance providers to determine whether these programs would be appropriate for the Regent universities' equipment mix and funding environment; as well as developing a reliable method of determining the available inventory of maintenance contracts and a consistent evaluation process.

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**Facilities**

**Asbestos Testing and Design, Mold Testing and Analysis**

SUI has developed an asbestos abatement unit for projects that are difficult to find reliable contracting services and provides this service to the Iowa Braille and Sight-Saving School.

Exploring the provision of these services to other Regent institutions.

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**Facilities**                      **Storm and Waste Water Compliance and Environmental Health and Safety Training**

Currently, health and safety training is offered campus-wide at ISU and SUI primarily through a web-based training modality or at the unit level, with classroom and computer-based training overseen by department-level staff. Both SUI and ISU have significant training efforts with a large number of course offerings tailored to specific institutional needs.

Further collaboration might include the cooperative development of additional course offerings where generic level training would be offered Regent-wide via the web with site and specific supplemental information provided by the employing unit.

Other areas to be explored include whether using the same laboratories Regent-wide to comply with mandatory testing to meet various environmental requirements could result in lower costs. Additional opportunities may exist in areas such as limestone, equipment overhauls, code welding, coal analysis and testing, and water testing.

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**Financial**                      **Treasury Operations/Investment**

The inter-institutional staff will look at ways to expand current collaboration wherever possible, including a joint RFP for lock box services.

During the recent search for new investment managers, discussions ensued regarding the potential to minimize costs and optimize return, taking advantage of the institutions' combined portfolio size.

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**Financial**                      **Internal Audit**

Currently, the Regent universities have engaged in a Cash Handling Training Project. Staffs from Finance, Treasury, and Internal Audit from all three universities have been meeting for several months to prepare a comprehensive training program for cash handlers on all campuses. The objective is to improve cash handling and reduce risk of loss through training, clarifying authority and responsibility, and proper segregation of duties.

Beginning in FY 2002, all three universities agreed to share the responsibility of confirming existence of all university bank accounts. The University of Iowa confirmed accounts for all schools, thereby eliminating redundancy. Banks have only one confirmation to research rather than one from each university.

Currently, the universities cooperate in the audit of investments. SUI audits all endowments at SUI and ISU.

ISU and SUI meet annually to coordinate audit plans for the next fiscal year. This year, UNI will be included in the process. This annual coordination will be broadened through the establishment of direct links between individual Internal Audit staff members for the purpose of continuous sharing of risk assessments, research information, audit programs, and specific approaches and techniques. Through these closer relations, the training and experiences of staff Regent-wide will be compounded to reduce the learning curve and increase audit coverage within the institutions.

The study will include exploring the cost implications of sharing auditors between the institutions and associated travel costs, time required to learn new systems and structures, and building new relationships with clients. At minimum, the study will seek to explore opportunities to increase internal audit coverage and effective coordination.

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**Human  
Resources**

**Collective Bargaining Representation**

Currently, labor relations issues including collective bargaining negotiations, prohibited practice complaints and grievances are discussed with Board of Regents staff, but there is no formal system-wide coordination of this process. The impact of labor relations, especially collective bargaining, on a myriad of issues requires a process that is responsive to the interest, needs, processes and priorities of Regent institutions.

The scope of review of review would include:

- Examination of the current process of collective bargaining.
  - Identification of bargaining issues of importance to Regent institutions.
  - Development of proposal(s) of how the Regents, the Board Office and Regent institutions could be more proactive in the collective bargaining process, including involvement of a Regent representative as a negotiator during AFSCME negotiations.
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**Human  
Resources**

**Learning & Development**

An E-learning study could determine the potential for collaborative inter-institutional purchases of i.e. Skillsoft software. SUI is currently, through its Continuing Education college and Human Resources staff, expanding E-learning for skills development.

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**Human  
Resources**

**Job Advertising Contracts**

Currently, the universities have contracts with some of the newspaper advertisers and The Chronicle of Higher Education for job postings. It is possible that combined volume could gain some additional discounts.

This study would examine the sources of newspapers and publications typically handling job ads (i.e. The Chronicle of Higher Education, Des Moines Register, professional trade publications) to determine if commonalities exist and their respective volumes can be leveraged. If volumes are significant, competitive negotiations would be the appropriate method of pursuing additional discounts.

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**Information  
Technology**

**Software Licensing**

Currently, ISU and SUI share an agreement for Microsoft Campus Agreement licenses and the Regent universities, through the Committee on Institutional Cooperation, an academic consortium of universities, share the agreement for Symantec anti-virus licenses.

Further investigation of licensing agreements appears warranted. For example, central coordination of these agreements at SUI saves approximately \$500,000 per year. Additional savings could result across all three Regent universities as well as special schools if a wide range of software licenses were examined.

This review would investigate major software license and support agreements at all universities, identify common vendors, products and services and create a master database. Information would be provided by academic and administrative computing and purchasing departments from all institutions. Opportunities for future negotiations with common vendors would be identified and analyzed; and options for cooperative negotiations with vendors for the purchase of institutions' software would be explored.

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**Information  
Technology**

**Telecommunications Vendor Contracts**

Most telecommunication contracts (i.e. long distance and internet) require use of the Iowa Communications Network. This study will explore the cost savings in combining contracts for those services where ICN participation is not required.

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**Information  
Technology**

**Inter-Institutional Information Technology Coordination**

Regular inter-institutional Information Technology (IT) coordination sessions could achieve phased implementation of various collaborations related to data networks—infrastructure and internet, CATV, video networks, long distance, desktop support, entertainment television, IT policies and planning, support services applications (facilities, public safety, etc), and backup services. These regular sessions also could serve to identify areas where technology, contracts, vendors, expertise, processes and policies could be shared. The objective is improving efficiencies and further exploring cooperative purchasing opportunities for hardware and software.

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**INTERMEDIATE TERM PROJECTS**

**Administrative Functions Identified By Regent Universities  
For Longer Term Inter-Institutional Study**

Studies to begin during FY 2005, with targeted completion date within FY 2005 and FY 2006.

**Business  
Services**

**Broadcasting Services** – the Regent university public radio stations and the Board Office will be focusing on enhancing efficiencies and collaborations, as discussed at the February Board of Regent meeting. The study is expected to include the possibility of sharing daily or weekly programs or working on a collaborative news gathering efforts, fundraising efforts, sharing engineering expertise, and evaluating new licenses or purchasing existing stations in underserved areas.

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**Financial**

**Financial Systems Integration and Coordination Review**

Part A: Financial Systems (General Ledger, AP, PO, AM, and IC)

This study would involve an exploration of how financial systems and reports are currently integrated and coordinated among the Regent universities and the potential for further integration and coordination. The study would be structured to take note of investments made to date in financial systems and related analyses, as well as experience-related information gathered by Regent universities through implementation processes of current software systems. SUI is fully integrated with UIHC which is a primary factor in the current SUI financial systems selection and prospective analyses of financial systems changes.

Joint purchasing agreements and joint contracts are currently in place, but there is no sharing of applications or technology. Financial reporting policies are coordinated via ad hoc inter-institutional work groups. The study would include:

- Identification of potential advantages and disadvantages of a common set of financial systems for the Board of Regents universities.
- The gathering of information on the experiences and related costs of other state universities who have combined financial systems system- or statewide.
- Identification of the systems and business practices at the three universities.
- Identification of stakeholders.
- Identification of alternatives to combining financial systems.
- Identification of current costs of providing these functions;
- Identification of potential cost savings and/or additional costs from other multi-campus operations.

**Financial/Human  
Resource**

Depending on the feasibility of this Part A of systems integration, additional collaborations could include:

- Part B: Payroll processing
  - Part C: Benefits Administration: Health Insurance
  - Part D: Spending Account Administration
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**Facilities**

**Environmental Health and Safety Services**

This study would explore the possibility of whether SUI's large infectious waste incinerator used for nine years and shut down in 2000 could be used by ISU after upgrading with appropriate pollution control equipment to replace its 30+ year old pathological incinerator. SUI shifted several years ago to using private services to disinfect waste through microwave technology and subsequent disposal of the material.

The potential for significant savings exists since ISU has a very large need for incineration of animals whereas SUI's need for this disposal technology represents only a fraction of ISU's.

**Human Resources**

**Immigration Services for Employment**

Currently, SUI has a comprehensive in-house (rather than contracted) unit for immigration services. The study could explore:

- The provision of these immigration services to ISU and UNI by SUI.
- External contracting for immigration services.

**Human Resources**

**Risk Management Programs**

Currently, risk management policies are coordinated via an inter-institutional work group, including the Board Office. For example, tort claims are coordinated by SUI and vehicle claims are coordinated by the DAS, with UNI handling the payments to claimants and financial accounting of the Regent Motor Vehicle Liability Pool (self-insurance). This study would consider:

- The establishment of a more extensive level of coordination that could include a Regent-wide liability property insurance master plan/program and centralized claims administration, recordkeeping and settlement (claims approved by each institution).
- Exploration of the possibility of a Regent-wide fleet program similar to SUI's program for consistent driver training, defensive driving, 15-passenger van policy, commercial drivers license (CDL).
- Consideration of other insurance needs of the Regent institutions that might be similar to the SUI recently established Owner Controlled Insurance Program (OCIP) and captive insurance company for professional liability claims management.

**Human Resources**

**Employee Records Management**

At SUI, all past employee records have been imaged and are now web-based, making retrieval quick and easy, and records accessible. There could be significant up-front cost to ISU and UNI for record imaging. SUI could provide significant assistance in consulting on the process, or could serve as a centralized records data warehouse. The study on the potential of Regent-wide personnel records management could include:

- Examination of the current processes at all three universities, assessing cost and process efficiencies.
  - Comparison of current costs of imaging, retention, and retrieval costs.
  - Comparative analysis of best practices at other institutions.
  - Identification of structure under which Regent-wide personnel records management could occur.
-