

The State Board of Regents met at Iowa State University on Friday, May 1, 1981. Those present were:

	<u>May 1, 1980</u>
Members of State Board of Regents:	
Mr. Brownlee, President	All Sessions
Mrs. Anderson	All Sessions
Dr. Harris	All Sessions
Mrs. Jorgensen	All Sessions
Mr. McDonald	All Sessions
Mrs. Murphy	All Sessions
Mr. Neu	All Sessions
Mr. Nolting	All Sessions
Mr. Wenstrand	All Sessions
Office of State Board of Regents:	
Executive Secretary Richey	All Sessions
Director Barak	Exc. 1:00 p.m.
Ms. Baker, Secretary	All Sessions
State University of Iowa:	
Vice President Bezanson	All Sessions
Vice President Brodbeck	All Sessions
Iowa State University:	
President Parks	All Sessions
Vice President Christensen	All Sessions
Vice President Hamilton	All Sessions
Assistant Vice President Madden	All Sessions
University of Northern Iowa:	
Vice President Stansbury	All Sessions
Vice President Voldseth	All Sessions
Director Kelly	All Sessions
Iowa School for the Deaf	
Superintendent Giangreco	Exc. 11:05 a.m.
Iowa Braille and Sight Saving School:	
Superintendent DeMott	All Sessions

GENERAL

The following business pertaining to general or miscellaneous items was transacted on Friday, May 1, 1981.

There were three new members on the board. They were Peg Anderson, John McDonald, and June Murphy. Members retiring from the board as of April 30, 1981, were Ray Bailey, Mary Louise Petersen, and Donald Shaw.

The Executive Secretary of the Board of Regents called the meeting to order. The Board of Regents did not have a presiding officer because Mary Louise Petersen retired from the board on April 30, 1981, upon the expiration of her term of office. She left an unexpired term as president of the board, ending April 30, 1982.

Mr. Richey explained that in the absence of a presiding officer, it was the custom of the board for the Executive Secretary of the board to act as temporary chairman for the purpose of holding an election for the president of the board. Mr. Richey asked the board how it wished to proceed with respect to the election of a president for the remainder of the term expiring on April 30, 1982. Regent Harris suggested that it would be agreeable to the board for Mr. Richey to act as temporary chairman. There were no objections.

MOTION: Dr. Harris nominated Mr. Brownlee to be president of the Board of Regents. The nomination was seconded by Mr. Neu.

Mr. Richey asked if there were other nominations.

MOTION: Mrs. Anderson moved that nominations cease and that a unanimous ballot be cast for Mr. Brownlee. Mr. Nolting seconded the motion. The motion passed with Mr. Brownlee abstaining.

President Brownlee took the chair and thanked board members for their confidence in him. He said there were difficult times ahead for the Board of Regents and the institutions it oversees. With dedication and a lot of effort as equals, President Brownlee said, the board can face these responsibilities.

President Brownlee noted that the duties and responsibilities of the board president are only those conveyed by custom of the board. He hoped everyone would make suggestions and criticisms about procedures and any mistakes he may make. He expressed hope that the institutions would continue to consult with the board through himself and Mr. Richey and the Board Office staff whenever they have points to bring up or suggestions to make.

In regard to board policies, President Brownlee summarized some of Mrs. Petersen's major policies. He said she was a great believer in the autonomy of the institutions within the kind of federal system that has developed under the board and its offices. He hoped this autonomy would continued.

Another of Mrs. Petersen's strong policies was accessibility of the board to the administrations, staff, faculty, and students. President Brownlee thought the board would want this policy continued.

He noted that Mrs. Petersen stood for complete cooperation with the legislative and executive branches of the government. He thought the board would also want to continue this cooperation in the interest of the institutions.

NOMINATION FOR DISTINGUISHED SERVICE AWARD BY ASSOCIATION OF GOVERNING BOARDS OF COLLEGES AND UNIVERSITIES. President Brownlee announced that the Association of Governing Boards of Trustees of Colleges and Universities has an annual award which is presented to outstanding trustees in the United States. Nominations for the award are made by the governing board on which the nominee has served. He suggested that Mrs. Petersen, a long-time chairman of the board who served the institutions and board so well, be considered for this award.

President Brownlee asked Mr. Richey to explain the procedure involved in making this nomination. Mr. Richey said the procedure would be for the board to adopt a motion nominating Mrs. Petersen for one of the two annual awards given by the Association of Governing Boards (AGB) to its outstanding members. He noted that the award is rarely given and it is a very high honor. It is given under very high standards and criteria.

Mr. Richey said the award would be given at the annual meeting of the AGB in April 1983. There would be a year to prepare supporting statements for the board's nomination of Mrs. Petersen. He said the Board Office would develop this supporting material in cooperation with the institutions at the direction of the board.

MOTION:

Mr. Wenstrand moved that the board nominate Mary Louise Petersen for the outstanding trustee award of the Association of Governing Boards. Mrs. Jorgensen seconded the motion and it passed unanimously.

Regent McDonald indicated that the supporting statement for this nomination should fully address the depth of the board's feeling and the feeling of the people of the state. It should also describe the commitment that Mrs. Petersen gave of her life in meriting this consideration. He noted that this was not a perfunctory nomination. President Brownlee said Regent McDonald's point was well taken. He said the Board Office would combine all of these things in its presentations. He assumed that the presidents of the institutions would also want to make statements.

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President Parks indicated that the presidents of the institutions and superintendents of the special schools would be more than pleased to write in support of this nomination.

Regent Jorgensen pointed out that the award is relatively new. This will only be the second year the award has been given. She noted that there is a backlog of people for this award. If the board's nomination of Mrs. Petersen is not successful the first time, Regent Jorgensen said the board should carry forth with it in succeeding years.

President Brownlee thought the nomination of Mrs. Petersen would go well recommended. He pointed out that she served for quite sometime on the governing board of AGB and is a past president of AGB.

APPOINTMENT. In a supplemental docket item the Executive Secretary recommended that the board approve the following appointment in the Board Office:

Appointment:

Charles K. Wright to the position of Employment Relations Director at an annual salary of \$37,050, effective July 1, 1981.

Regent Brownlee noted that it took a long time to find a person for this job that was suitable to fill all of its requirements. Mr. Richey indicated that he felt Mr. Wright would meet all the requirements of the position. He noted that Mr. Wright currently holds a similar position.

MOTION:

Mrs. Jorgensen moved that the board approve the appointment of Charles K. Wright as Employment Relations Director. Mr. Nolting seconded the motion and it passed unanimously.

NEXT MEETINGS. President Brownlee noted that the next board meeting would be a one-day meeting held on May 21. It will start at 10:00 a.m. The June meeting will be for a full two days on June 18-19. The preliminary budgets will be taken up at the June meeting. The final budget will be discussed at the July meeting.

The next meetings are scheduled as follows:

May 21	Iowa State University	Ames
June 18-19	Iowa Lakeside Laboratory	Okoboji
July 15-16	University of Northern Iowa	Cedar Falls
August	NO MEETING	
September 17-18	Iowa School for the Deaf	Council Bluffs
October 15-16	University of Iowa	Iowa City
November 12-13	Iowa State University	Ames
December 15-16	University of Northern Iowa	Cedar Falls

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President Brownlee then asked board members and institutional executives if there were additional matters to be brought up for discussion pertaining to the general docket.

President Brownlee noted that Regents are expected to serve on various boards and committees. He said he would be consulting with board members in the next few weeks to learn their preferences and wishes and find out the geography involved in appointments to the various boards and committees. These appointments will be made at the May 21 meeting of the board.

President Brownlee asked that the Board Office send out a list of the appointments for those who were not familiar with them.

President Brownlee said that Ray Bailey, a long-time colleague, had recently undergone successful surgery at University Hospitals. He will be recuperating there for some time.

STATE UNIVERSITY OF IOWA

The following business pertaining to the State University of Iowa was transacted on Friday, May 1, 1981.

Vice President Brodbeck introduced representatives of student organizations at the University of Iowa. These students came to the meeting to welcome the new members of the board. They were Dave Arens, outgoing president of Collegiate Associations Council (CAC); Lori Froehling, President of CAC; Tim Dickson, President of Student Senate; Karol Sole, Treasurer of CAC; and Kevin Smith, Vice President of CAC. President Brownlee thanked the students for coming to the meeting.

Mr. Arens announced that the University of Iowa Student Associations had passed a resolution thanking the outgoing board members for their hard work and wishing the new board members well in their upcoming hard decisions. In answer to a question from Regent Brownlee, he said the students would convey this resolution to the retired board members.

Noting that he would be leaving, Mr. Arens said he had had two good years working with the board and that he was looking forward to dealing with the board in the future in another capacity. He thanked the board for its kind service to the students at the University of Iowa and students all across the state. He said the student leadership at the university will be strong and will always have input for board decisions.

President Brownlee thanked Mr. Arens for his service to the University of Iowa. He said he was sure Mr. Arens would succeed in whatever course he chooses.

Vice President Brodbeck then began a presentation about the structure of the University of Iowa. She noted that the new board members had visited the campus and there had been some opportunity to tell them about the structure of the university. However, at that time they did not learn about the colleges.

Vice President Brodbeck said that each of the three Regent universities have their own character, traditions, and backgrounds. The University of Iowa has been a nationally recognized institution for many years. An indication of this national recognition is that it receives almost \$70 million a year in gifts, grants, and contracts and has a success rate of 48% in applications made by the faculty to the federal government. The University of Iowa is part of a very important national educational research scene.

The University of Iowa is primarily a Liberal Arts College surrounded by undergraduate and professional schools. The Liberal Arts College enrolls about 60% of all students. The only other college that enrolls freshman is the College of Engineering. Vice President Brodbeck explained that the schools are divided into different colleges and are brought together under the same dean and one administration. This does to some extent color the nature of the quality of the university.

Vice President Brodbeck said that the problems of the College of Liberal Arts are many. It has internal problems of reallocation which are caused by a redistribution of interest among students. There is a problem of how to find the resources to handle this shift. It is necessary to make reallocations among the different units while maintaining the many strengths without increasing funding.

There have been enormous increases in enrollments in the past few years and this has impacted on the College of Liberal Arts. There has been an impact on the College of Liberal Arts even though the main enrollment increase has been professionally oriented.

Most students enter the College of Liberal Arts. They take basic liberal arts requirements which include courses in natural sciences, literature, mathematics, and social sciences. There are very large pressures on these courses. Vice President Brodbeck explained that the university has been trying to meet these pressures with small funds primarily by the use of teaching assistants. She noted that the teaching assistants are highly qualified but this is a temporary solution to what may be a temporary need.

Vice President Brodbeck then talked about the College of Engineering. As stated earlier, it admits freshman. This college has grown enormously.

She noted that there has been a College of Engineering at the University of Iowa for a long time and it has always been a part of the university. The College of Engineering gives basic training in the fundamental areas of engineering and the emphasis is highly selective. It is heavily oriented toward graduate work as well as undergraduate work. It is a specialized college that gives basic training; it does not attempt to do a great deal for a great many students.

The College of Engineering works closely with the Institute of Hydraulic Research.

The College of Business, said Vice President Brodbeck, is feeling a great pressure. Enrollment has increased enormously on both the undergraduate level and the graduate level. Students feel that the business field is the best place to get a job.

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Vice President Brodbeck stated that enrollment in the College of Business would probably be limited for two reasons. First, there isn't enough money available to satisfy present demand and there aren't enough trained faculty available to satisfy the demand. Even if money was available, competition among schools is so great that it would not be possible to fill all positions.

Second, the University of Iowa has a basic mission which consists of liberal arts training and the training in the professional schools surrounding the College of Liberal Arts. The university wants to keep the kind of education it gives in proportion. Vice President Brodbeck did not think it would be appropriate to take funds from the College of Liberal Arts to use in order to satisfy the demand in the Colleges of Business or Engineering, even if this were possible. The university must be careful not to allow what may be a temporary trend to distort the essential quality of the university. In any case, it would not be possible to shift funds away from the College of Liberal Arts because the funds are needed for the increased number of freshmen.

Vice President Brodbeck made only one comment about the College of Law. It needs a new building. Twenty-five percent of its books are stored all over town and students have no place to study.

In the area of the health science colleges, Vice President Brodbeck said that the university has a state tertiary care center which is associated with the health science colleges of the university.

In regard to the College of Pharmacy, Vice President Brodbeck noted that the Regents approved a request to the Legislature for \$100,000 to begin a new Pharm.D. program. It appears the Pharm.D. degree is becoming the entry level degree in pharmacy. She said this is a clinical program. It is expensive because of the low student-teacher ratio and the equipment needed.

The College of Nursing was recently visited by an accreditation team. The team seemed to be enthusiastic. The university is optimistic the college will be reaccredited.

The College of Dentistry prepares dentists for family practice in the State of Iowa. Research activities in the graduate program feed directly into the undergraduate program.

Vice President Brodbeck said the College of Dentistry is in a unique position. It is responsible for graduate and undergraduate academic programs and also gives courses for a Bachelor of Dental Hygiene Degree. Dental Hygiene students are enrolled in the College of Liberal Arts. They take their last two years in the College of Dentistry.

Vice President Brodbeck said the College of Dentistry is unlike any other school. It deals with academic programs, research, and patient services.

There are many implications of students working with patients. They generate income by working with patients. One problem is that there must be enough patients so that dental students can get experience on working with different kinds of dental problems. Students must sometimes travel to various places, as well as the dental clinic, to treat patients and this affects the budget of the college. The college has relied on the income generated in this way and it has caused some problems. This prompted the Board of Regents to make a special request to the Legislature for an allocation to the College of Dentistry.

In regard to the College of Medicine, Vice President Brodbeck said that it serves medical students and another 4,500 students at the university through courses throughout the university which are given by the College of Medicine. There are a number of graduate and undergraduate programs within the College of Medicine.

Vice President Brodbeck explained that there are two kinds of departments in the College of Medicine. There are nonclinical departments, such as biochemistry, that do not work with patients. There are clinical departments, such as anesthesiology, which are closely linked with University Hospitals. Faculty members in these departments are in the College of Medicine. The head of the clinical department is the head of the corresponding department in University Hospitals. In this function, they serve patients.

If the patients are not indigents, they are billed for services. The college must bear the cost of services to indigent patients. The funds generated are placed in a special practice fund which supports 30% of the College of Medicine budget. Vice President Brodbeck noted that this is an extremely large amount and is far too much for the college to bear.

President Brownlee thanked Vice President Brodbeck for a fine report.

Vice President Bezanson then spoke about the budget of the College of Medicine.

He made two points. First, the budget of the College of Medicine is separate from the budget of University Hospitals and Clinics. The College of medicine budget is part of the general university budget. This budget has three basic elements: it has a base of support from the general education fund of the university (largely from state appropriations and tuition income); the faculty of the college and the basic science departments receive grant and contract work on a competitive basis; and there are earnings generated from fees for private patient care which is known as the medical service plan.

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The second point Vice President Bezanson made was that there is a very serious financial problem in the College of Medicine. This problem related to the three sources of income. In 1962 the general fund supported 37% of the budget; in 1980 it supports only 16%. In 1962 the medical services plan supported 22% of the budget; in 1980 it supports 31%. The grant, contract, and gift portion of the budget has remained stable at 40-45%. The grant, contract, and gift funds are not flexible because they are designated for research and training projects.

The fiscal problem in the college has occurred because of excessive reliance on the medical service plan earnings. As a result of this, each year these funds must continue to be generated and the university must demand that the faculty generate more and more earnings from private patient care to support the growing budget. The college has no choice but to provide the resources associated with the costs.

By shifting the burden of the budget to private patient care, the college is drawing resources away from instructional programs and services that need to be provided both in clinical and nonclinical areas.

Vice President Bezanson said the College of Medicine is no longer able to continue to increase the medical service plan and expect it to support a heavier portion of the budget as has been done for the past twenty years.

He noted that the Regents have placed a special asking before the Legislature for the stability of the College of Medicine budget. This additional money would provide an infusion into the general fund. This would enable the College of Medicine to realign courses and provide necessary instruction. It will also enable it to continue to provide patient care and provide the advantages of regional services.

President Brownlee thanked Vice President Bezanson for his remarks.

Vice President Brodbeck indicated that the College of Medicine anticipates presenting the board with a description of its compensation plan in the near future. Members of the college involved with that plan will present it. President Brownlee thought this was a good idea.

UNIVERSITY HOSPITALS AND CLINICS. Mr. Colloton made a presentation on the University Hospitals and Clinics.

He led the board through a booklet entitled "Statewide Service and Educational Roles and Capital Replacement Plan with Associated Financing." This booklet was first compiled in 1971 and has gone through several revisions since that time. It has been discussed with a number of bodies within the state and university. These bodies are listed on the cover of the booklet.

Mr. Colloton said the University Hospitals and Clinics is unique because of its duality of purpose. It is a regional service institution and it serves as a primary clinical training place for health science programs based at the university.

This duality of purpose created a dilemma of how the board accomodates University Hospitals in its legislative askings for meeting the needs of higher education. A few years ago the board established a statewide health services category of askings made to the General Assembly.

University Hospitals was designed for both instruction and research programs. It also has a tremendous statewide health services responsibility.

Mr. Colloton explained that University Hospitals has an operating budget of \$110 million. Eighty percent of this budget is earned through serving paying patients and twenty percent is from money appropriated for serving indigent patients. The money appropriated for indigent patients is not a subsidy but is a drawing fund against which the hospital charges when it serves indigent patients. The hospital does not receive the entire appropriation if it does not serve enough indigent patients to earn it.

Mr. Colloton then discussed Exhibit I of Section I of the booklet. It shows the organization of University Hospitals. He noted that the Joint Commission on Accreditation of Hospitals requires accountability of teaching hospitals. As part of meeting this accountability requirement, the Board of Regents has approved a set of bylaws by which it retains direct responsibility for the management, operating budget, capital program, staffing, personnel policies, new services and programs, and the process by which the board delegates these responsibilities to the president of the university to Mr. Colloton's Office to the Advisory Committee.

As trustees of the hospital, the board has three governance functions. These are 1) clinical privilege delineation, 2) medical care evaluation, and 3) medical policy development. These items are delegated to the University Hospitals Advisory Committee which is the internal governing body of University Hospitals.

The mechanism by which the Board of Regents serves as the ultimate governing board of the hospital is feedback through quarterly reports made to the board. These reports cover the delegated responsibilities as well as other governance responsibilities which the board exercises directly.

The bylaws were approved by the board in 1976 and were approved shortly thereafter by the Joint Commission on Accreditation of Hospitals. They have been approved by the Joint Commission every year since then. Although it had not seen this arrangement before, the Joint Commission is satisfied with this method of governance and is very comfortable with the means in which the board is accountable.

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The Joint Commission recently surveyed University Hospitals. In a survey a year and a half ago, it made 65 citations. Mr. Colloton reported that this year there were only 16 citations. They were primarily in the area of buildings and grounds and were related to completion of the total capital program. He thought this reduction in citations was an indication of the hard work the staff has put in in recent years to bring the institution into total compliance with Joint Commission standards.

Exhibit II of Section 1 shows the growth in admissions of patients. Mr. Colloton noted that the indigent patient load has leveled off. There has been an increase in paying patients because Medicare and Medicaid have shifted many needy patients into the paying patient column.

Mr. Colloton then discussed several other exhibits. These exhibits illustrated such things as the tertiary level services provided by University Hospitals, the educational programs, the breakdown of the staff, the breakdown of doctors and their specialties, and many other areas.

Section 2 of the booklet describes the essential elements of tertiary care centers. A tertiary care center requires extensive human resources. An essential element to the mission of a tertiary care center is around-the-clock presence of clinicians representing all specialties and subspecialties of medicine and dentistry. In addition, these centers must have a full spectrum of specialized professional health care supporting personnel.

Huge investments in modern technological resources are needed for tertiary care centers. Tertiary care centers are typified by massive investments in advanced diagnostic and therapeutic technology. Economic factors have dictated that the more expensive technology be centralized in tertiary care centers so that it can be efficiently and effectively utilized and maintained.

Mr. Colloton said that an area which is often misunderstood is that major clinic and hospital patient care facilities are a part of a tertiary care center. To achieve the essential synergism and mutual support among all clinical disciplines and to accommodate large-scale technological resources, tertiary care centers require a substantial investment in physical facilities. Tertiary care centers must have both highly developed hospital facilities and a comprehensive array of clinics capable of providing diagnosis and treatment to large number of ambulatory patients.

Educational programs comprise another critical element in the operation of tertiary care centers. Training programs and associated research programs are essential to the attraction of a complete array of specialists and subspecialists common to academic medical centers.

In tertiary care centers, clinical research programs generate new knowledge and the tertiary care services of tomorrow. Tertiary care centers serve as focal points for biomedical research. The critical mass of biomedical scientists and their clinical counterparts in such centers collaborate in the development of new approaches to the management of complicated health problems of patients treated in the center.

A tertiary care center has a patient service base of two to three million citizens. Mr. Colloton said University Hospitals fits this characteristic very well. It is unique to have a single comprehensive tertiary care center serving an entire state. Serving such a population base assures the accommodation of sufficient patients with uncommon diseases to maintain and nurture the skills of specialty and subspecialty clinicians and other staff and permits the efficient utilization of expensive technological equipment and major capital investments in clinic and hospital facilities.

Mr. Colloton said there is a considerable outreach program at University Hospitals by which the expertise of the staff is flowed out to communities in Iowa. He gave as an example the perinatal care program.

The statewide perinatal care program was established to identify high risk obstetric patients and categorize community hospitals with an appropriate mix of staff and facilities necessary to accommodate such patients. Since this program began, the number of births and newborn census at University Hospitals has increased dramatically and infant mortality rates in Iowa have declined significantly from 17.9 infant deaths per thousand births in 1972 to 12.5 in 1978. Mr. Colloton said this program is representative of many outreach programs by which the clinical expertise of University Hospitals is extended into the community.

Mr. Colloton then discussed the capital replacement plan for University Hospitals. He noted that in 1963 the State Department of Health indicated the hospital should progress with the capital replacement program.

The structure of the phased in capital replacement program was predicated upon program planning done by 31 planning committees composed of 170 faculty and staff members. The booklet contains an analysis of the capital replacement program by function and building.

University Hospitals began with 800,000 gross square feet and 1,100 beds. This is below what most community hospitals have today. The capital replacement programs calls for 1,650,000 gross square feet. The program will be about 70% completed when the South Pavilion, Phase A is finished.

Mr. Colloton noted that the North Tower Addition was constructed without using state tax dollars. It is primarily devoted to ambulatory patients. The Roy J. Carver Pavilion was also built without using state tax dollars.

Mr. Colloton noted that upon the completion of South Pavilion, Phase A there will be 285 nonconforming beds. One of the challenges for the hospitals is to bring all of its beds into conformance. He explained that the reasons for nonconformance are related to electrical and mechanical system deficiencies, problems with ventilation systems, fire hazards, and square foot deficiencies.

Mr. Colloton then turned to a chart showing the phased capital replacement plan financing summary. He noted that it was hoped that a future source of financing would be state capital appropriations through conversion of a portion of the University Hospitals operating appropriation upon future evolution of private and governmental health insurance. He said this may have been a more viable alternative in past years than at the present time. It is hoped that it would be possible to convince the Governor and General Assembly to convert that appropriation to complete the balance of the capital improvement program. A resolution supporting this plan was adopted by the Board of Regents in September 1980.

Mr. Colloton explained that this resolution was adopted because in the past two or three years there have been a few attempts to convince the Legislature to divert a portion of the University Hospitals appropriation to other uses. It was believed the resolution would bring the hospital's tremendous needs into focus. He said it should be clear that the total capital program has been done without state support.

Mr. Colloton directed the board's attention to the cost containment program shown in Section 5 of the booklet. Each year a comparison of midwestern and national teaching hospitals is done. In the area of staff per occupied bed, it would be necessary for University Hospitals to add 1,000 staff members to be at the median level. Mr. Colloton noted that the Board of Regents has been well aware of the staffing deficiencies the hospital has experienced. There has been a phased program of developing a more reasonable standing in this area. The goal is to have 4.8 staff per occupied bed.

President Brownlee noted that the Board of Regents would be sitting as the hospital board of trustees in a few months. He said that this presentation could be studied and questions could be raised about it at that time.

Regent Harris said Mr. Colloton covered the report very well. In regard to the recent survey by the Joint Commission on Accreditation of Hospitals, Regent Harris said he sat in on the summation conference. At that time the Commission went over various recommendations. He felt the Commission emphasized the strong points and commendations of University Hospitals. The only criticisms were about doctors' writing and the building problem. Regent Harris said it was an excellent report from the Joint Commission that the the board should be proud of the institution and the people who are responsible for making it the top teaching hospital in America.

IOWA STATE UNIVERSITY

The following business pertaining to Iowa State University was transacted on Friday, May 1, 1981.

President Parks presented an overview of Iowa State University and gave historical highlights. He distributed an organizational chart of the university. There are five vice presidents, each representing a function of the university.

Colleges are headed by deans. There are seven undergraduate colleges and one undergraduate college. Each college has a personality of its own.

As President Parks described the history of the university, he showed several slides. The institution was chartered in 1858 as a state agricultural and model farm to provide instruction in agriculture and mechanical arts related to agriculture.

In 1861 Congress passed the Land Grant Act which set aside grants of land for each state to create an endowment for the establishment of a College of Agriculture and Mechanical Arts. In 1869 the college enrolled its first students. There were 173 of them.

From the beginning the emphasis was on agriculture and mechanical arts but this was not the sole emphasis. The Land Grant Act was designed to mean all things to all people and the instruction was to be presented without slighting the commercial and liberal studies.

In 1872 the college gave its first course in domestic economy. It was the first coeducational land grant college. In 1872 the first veterinary science course was offered. In 1879 the first state supported School of Veterinary Medicine was established at the college. In 1877 it offered its first masters degree and in 1916 it offered its first Ph.D. degree.

President Parks said land grant institutions had three missions which made them unique. These were resident instruction, research, and extension.

The college held the first farmers' institutes that were ever held. Therefore, Iowa State University can claim that this is where the notion of cooperative extension began.

The university has gone through several name changes. It was renamed Iowa State University of Science and Technology in 1959.

President Parks said that in the university's development, research activities were attached to each of the colleges. There is a formal research institute attached to each college. This has made a difference between averageness and excellence in research in many areas.

In 1966 the various extension programs were brought together and placed under one Dean of University of Extension.

In 1968 the College of Education was established and in 1978 the College of Design was established. These colleges were new only in an organizational sense. They combined programs and disciplines scattered over the campus and brought them together.

President Parks displayed a chart of enrollments. He noted that explosive enrollment growth has been experienced in the last few years. This has created many problems such as not enough faculty and not enough of the other things needs to educate the increasing number of students coming to the university because there has not been a sufficient extra enrollment appropriation from the Legislature.

President Parks noted that 80% of the university's students come from Iowa and are from every count in the state. About 1,500 foreign students are enrolled. Iowa State University has had a very strong foreign student program.

President Parks introduced Tom Jackson, President of the Government Student Body, to the board.

Dean Zaffarano, Vice President for Research and Dean of the Graduate College, then talked about the research aspects of the university. He said \$53 million was spent for research last year. This is about the same amount of money as is spent for instruction.

In regard to research contracts and grant awards, Dean Zaffarano said that the faculty makes about 500 applications for these each year. They have a success rate of about 55%. This is exclusive of the Ames Laboratory of U.S. Department of Energy.

The Ames Laboratory has become a very important factor on campus. It has a budget of \$16 million. It supports graduate students and faculty. The Ames Laboratory is a basic research laboratory and works on questions about basic things. Its basic foundation is in materials research, design analysis, and improvement of materials. Dean Zaffarano said Iowa State University is very fortunate to have this laboratory. It is one of seven national laboratories. It closely integrates into the operation of the campus. Almost all of the Ames Laboratory employees are faculty members or graduate students at the university.

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Dean Zaffarano said that each college has a research institute associated with it which shows how closely intertwined these functions are. The dean of the college is also the director of the institute.

Dean Zaffarano explained that he is responsible for coordinating all of the institutes. A Council of University Institute Administrators meets once a month. There are very good relationships. The administrators are interested in intercooperative and interdisciplinary research projects. Dean Zaffarano said he has worked to get people working together across college boundaries. There are many exciting projects taking place.

Dean Zaffarano said the future of research at the university is mixed at the present time. Some of the things that the university thought were in place are threatened by the cuts in the federal budget. These include a federally funded research institute studying water conservation, pollution, etc. Another is the Minerals Research Institute which has been studying problems of coal. Dean Zaffarano said water and minerals are very important and it is hoped there will be a way to get back the funding for these institutes.

One positive aspect of the budget is that there is to be some expansion in the area of agricultural research. He was very encouraged by this.

The only other area of research that Dean Zaffarano thought would be expanded by the federal government is in the area of defense. He was not sure how much of this research would be done at Iowa State University.

Dean Zaffarano was confident that the university's research program will survive, the faculty will survive, and graduate students will study. However, the faculty is experiencing a morale problem. Research is no longer an exciting activity because it is difficult to get money. He said it is his job to keep the faculty morale up.

Dean Zaffarano then showed several short film clips about some of the research going on at Iowa State University.

Vice-President Hamilton spoke about the extension activities of Iowa State University. He said that this is one of the things that distinguishes the university from others. He also showed several slides.

He said that the Smith-Lever Act provided for putting a trained agent in every county. This is comparable to today's extension director. He said these people modernized Iowa agriculture.

In 1963, the Legislature appropriated money for the purpose of establishing a Center for Industrial Research and Service. This center was created to do for industry what cooperative extension has done for agriculture.

Vice President Hamilton talked about the creation of area offices. He said that as county lines became less important, extension began where there were socioeconomic groups gathered in clusters in the state. Area offices for different climates and different groups were staffed with advanced degree people. They were able to concentrate their efforts on the problems of a particular area.

He noted that the university had the first educationally owned and operated radio and television stations.

Vice President Hamilton described some of the information dispensing activities of the extension office. Information is sent to newspapers and home demonstrators each week. A data bank about crops, soil, market information, etc. is made available all over the state.

There are 16 research farms spread over the state. They are concerned with research work significant and adaptable to different soil types that exist in different areas. Most of the farms have been purchased by local groups and leased to the university so research regarding particular problems can be carried on in the communities.

The Sherman Continuing Education Bill provides for on campus credit programs, continuing education programs, short courses, and conference courses. About 40,000 people a year participate in these programs, said Vice President Hamilton.

President Brownlee thanked President Parks, Dean Zaffarano, and Vice President Hamilton for a fine presentation.

UNIVERSITY OF NORTHERN IOWA

The following business pertaining to the University of Northern Iowa was transacted on Friday, May 1, 1981.

Robert Morin, Dean of the College of Social and Behavioral Sciences, congratulated President Brownlee on his election as president of the board and welcomed the new board members. He extended the regrets of President Kamerick and Vice President Martin who were unable to attend the meeting because the North Central Association accrediting team was visiting the campus of the University of Northern Iowa.

Dean Morin said that there is no substitute for hands on experience and invited the new board members to visit the campus of the University of Northern Iowa to see the campus and visit with the personnel of the institution. He suggested that an appropriate date for this visit would be May 18.

Dean Morin said he wanted to convey a sense of the general trend in the life of the university, a picture of where it has been, and his sense of where it is going.

He said the University of Northern Iowa is not a new institution. It celebrated its centennial in 1976. It has gone through an evolution in its name.

The university, which currently has 11,020 students, is located in the largest metropolitan area of the three Regent universities.

There are three academic vice presidents. There are five undergraduate colleges (one is called a school). These are the School of Business, the College of Social and Behavioral Sciences, the College of Education, the College of Humanities and Fine Arts, and the College of Natural Sciences.

Dean Morin said the most important people on the campus are the students. In terms of the residency of the students, the university is really an Iowa institution. Of the entering freshmen, 96.4% were from Iowa. The university would like to have a higher proportion of foreign and out-of-state students, but it is happy to be serving Iowa students.

The current enrollment of 11,020 students is an increase of 6.1% over the number of students last year. Dean Morin said there has been an increase in applications this year. He noted that the predictions of lower enrollments may not be realized yet. These predictions will probably come true in the future.

At one time the university was completely identified as a teacher education institution but that number of students in that area has declined. Now, about one-third of the students are in teacher education. Fifty-seven percent of the students are women.

Dean Morin noted that fewer students come from farm homes now than did before. There are now more students from families of technological and managerial employees. Over half of the students enter the university at an educational level greater than their parents achieved so they are first generation college students.

Dean Morin then talked about changes in the university. There has been a national trend towards a shift to career oriented fields. There are now as many students in the business field as in education. The institution has assumed and is working on a much broader mission now than many years ago. Some evidence of this can be found in academic changes. Other evidences are publications by faculty and awards received. He listed accomplishments of several faculty members.

Dean Morin said that the State of Iowa has a traditional commitment to quality education for its citizens. It is fortunate that the state did not proliferate public institutions of education.

In regard to the Board of Regents, he said that it represents a fine tradition of relatively politically free governance of the Regent institutions. The board balances the interest of the institutions with the public interest whenever they are in conflict.

He said there is a fine administration at the University of Northern Iowa. The people at the university understand the values of academics. The appreciate scholarship and good teaching. Dean Morin said the people at this university have the strongest commitment to teaching in any institution with which he has been. The faculty is really committed to the welfare of the undergraduate students. This value on teaching can be seen in the commitment of the individual and in the spirit of the institution. The university has faculty who are not necessarily motivated by concrete awards but for whom this activity is an important part of their professional lives. It does not find it necessary to sacrifice teaching or research for the other.

Dean Morin said there are many opportunities for faculty members at the University of Northern Iowa. It provides fine opportunity for young faculty members. This is partly because of the growth and changes within the institution. The university provides faculty with research awards, equipment, and computer time.

Dean Morin said there is a faculty collective bargaining unit at the University of Northern Iowa. He thought this came about because of the demographic situation of the university and because of changes in the implementations of standards. He said not all members of the faculty become heavily involved in collective bargaining.

In regard to salaries, Dean Morin said there is an across the board component, a merit component, and a step component. He said that almost uniformly this is something that new faculty with good opinions of their own abilities are pleased to learn. These faculty generally want a reward system that recognizes those who are good rather than those who do less well.

Dean Morin mentioned some of the problems on the campus. He said there are many apprehensions about potential budget reductions. Departments are running out of money before the year is ended and faculty are paying for their own travel. There is apprehension about the danger to programs because auxiliary personnel cannot be hired or temporary positions cannot be staffed. The institution is concerned about the funding of awards and sources of funds. This is important to everyone.

Dean Morin concluded by saying that his personal experience at the University of Northern Iowa has been a very good one. He told the board it can be very proud of the institution and the way in which it has developed and the faculty it has.

President Brownlee thanked Dean Morin for his presentation.

IOWA SCHOOL FOR THE DEAF

The following business pertaining to the Iowa School for the Deaf was transacted on Friday, May 1, 1981.

Superintendent Giangreco welcomed the new board members.

He began his presentation by explaining that the mission of the Iowa School for the Deaf is to educate hearing impaired children who cannot succeed in public school. The age range of the children currently at the school is 2-20. Children can be accepted until they are 21.

The school serves as a resource center for any school in the state that needs help. It cooperates with state agencies to make sure that students are properly placed. The school is deeply involved in research.

Superintendent Giangreco said the Iowa School for the Deaf is in a unique location. Boys Town has built a communication center in Omaha and the the Barkley Memorial Center at the University of Nebraska at Lincoln is nearby. Iowa School for the Deaf works with these organizations on learning problems and hearing problems.

Iowa School for the Deaf is organized into three academic departments and one vocational department. There are currently 280 students in residence. The school had been experiencing a drop in enrollments but this year experienced an increase.

The students complete a 14-year course of study. Ninety percent of the graduating class goes on to colleges for the deaf or community colleges. There are two colleges for the deaf in the United States.

Before a student enters the Iowa School for the Deaf, he or she is staffed by the local education association and the Area Education Agency. A decision is made at the local level as to whether the school is the proper place for the student.

Superintendent Giangreco explained that there is a working agreement among the Iowa School for the Deaf, the Department of Public Instruction, and the Area Education Agencies. The agreement seems to be working very well.

He mentioned a mainstreaming program being conducted with the Lewis Central School and the Council Bluffs School System. There has been some reverse mainstreaming to the Iowa School for the Deaf. He thought this program has worked very well.

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Each child at the Iowa School for the Deaf has an individual instruction program which is reviewed annually by the parents, the Area Education Agency, and the school. Each child is placed in the proper program according to his or her ability.

The school has an advisory committee that meets three times a year. This has been very advantageous to the school because it receives the benefit of expertise from the three Regent universities.

Iowa School for the Deaf also has a working agreement with the Iowa Western Community College. This is one of the finest mainstream programs and has become very popular with parents and Area Education Agencies.

Superintendent Giangreco then spoke about the projections for Iowa School for the Deaf. A downward trend in enrollment is expected. At this point, it is not known why enrollment has increased. Most of the students are coming to the school at the junior or high school level. Most of the students are experiencing social problems in the public schools. Academically they are good students.

The school has not had the influx of multiply handicapped students that it expected. Superintendent Giangreco said this could be related to funding or some other aspect. It will be studied closely to determine the future of the school.

Superintendent Giangreco said there are concerns about the impact of budget cutbacks. The school will be able to make it through next year if things stay as projected. If enrollment projections go up, the school might experience some difficulty.

Iowa School for the Deaf has a well trained staff, said Superintendent Giangreco. Most of them have a masters degree or higher level of education. The school has been accredited by the North Central Association, the Department of Public Instruction, and the Council for the Education of the Deaf.

It was his feeling that the students are getting a quality education and he hoped nothing happens to impair the education they are receiving at this time.

President Brownlee asked Superintendent Giangreco to talk about the shift toward mainstreaming. He noted that at one time all hearing impaired children were sent to the Iowa School for the Deaf. The mainstreaming concept began several years ago.

Superintendent Giangreco said that at the present time there are 800 hearing impaired children being educated in the state. They used to all come to Iowa School for the Deaf but now there are some very good programs across the state. He said Iowa School for the Deaf is glad these programs exist and that it works closely with them. He said these programs seem to carry well through about the sixth grade. There appears to be an expansion of social problems at the junior high level.

There are two cooperative programs in which Iowa School for the Deaf assists. The students flow to and from the public school. If it is felt a child needs to return to Iowa School for the Deaf, a staffing is held. He explained that children who come to the school are not necessarily there to stay.

There are two parent councils. Sign language classes have been set up so parents are better able to communicate with their children. Communication has been a problem during home visit because the parents could not communicate with their hearing-impaired children. This problem is being slowly overcome.

In regard to drops in enrollment, Regent Jorgensen asked how much of this could be attributed to mainstreaming and how much to a fewer number of deaf and hearing impaired children.

Superintendent Giangreco answers that there are three factors about this: 1) a population drop; 2) the rubella vaccine; and 3) mainstreaming. He did not know what percentage of the drop in enrollment could be attributed to mainstreaming. He said it was not as much as expected.

He said the state needs a school for this type of child. When they come into the programs at Iowa School for the Deaf, they seemed to be relieved of burdens. This relates to off-campus programs as well as on-campus programs.

Regent Wenstrand suggested that when the mainstreaming law was enacted, there was a lot of euphoria because parents thought it would be better for their children to be educated locally. Now that they have had a chance to digest this law, perhaps things have shifted back to the middle ground. Superintendent Giangreco said this was possible.

Regent Anderson noted that this school is in a unique position to be able to compare the social adaptability of those to have been mainstreamed to those that have not at the junior high school level.

President Brownlee thanked Superintendent Giangreco for his presentation.

IOWA BRAILLE AND SIGHT SAVING SCHOOL

The following business pertaining to the Iowa Braille and Sight Saving School was transacted on Friday, May 1, 1981.

Superintendent DeMott welcomed the new board members.

He said that Iowa Braille and Sight Saving School is 9 buildings, 55 acres, 85 visually impaired students, and 145 caring, concerned employees. It is a school with a purpose and a future.

He showed a video tape depicting the life of an Iowa Braille and Sight Saving School student.

Superintendent DeMott explained that the school meets the requirements of the Department of Public Instruction and has a fully accredited program. It provides educational services without charge to any visually impaired youngster in the state.

Iowa Braille and Sight Saving School is a resource center for all of Iowa. It assists in locating special materials, finds special services, assists parents and teachers, and has summer school sessions.

Superintendent DeMott distributed a set of materials to new board members that other board members have received in the past.

President Brownlee thanked Superintendent DeMott and said he was sure everyone would profit from his presentation.

The meeting of the State Board of Regents adjourned at 3:55 p.m. on Friday, May 1, 1981.



R. Wayne Richey
Executive Secretary