

THE UNIVERSITY OF IOWA



October 24, 2003

TO: ✓Margaret Raymond, President, Faculty Senate
 Patricia A. Cain, Interim Provost
 David Skorton, President
 Jim Torner, Chair, Committee on Selection of Academic Administrative
 Officials
 Iowa Board of Regents

FROM: Ed Folsom, Chair, Committee to Review the Office of the President

Enclosed is a copy of the final report of the Committee to Review the Office of the President, appointed in December 2002 by then-Provost Jon Whitmore and then-Faculty Senate President Jeff Cox. According to the Manual of Operations, you are supposed to receive a copy of the report.

Please let me know if you have any questions about the committee's work.

Sincerely,

Ed Folsom
Carver Professor of English
Chair, Committee to Review the Office of the President

Report of the Committee to Review the Office of the President

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Introduction and Charge

The Committee to Review the Office of the President was appointed in December of 2002 by Jon Whitmore, Provost, and Jeff Cox, Chair of the Faculty Senate, and approved by the Faculty Senate on December 3, 2002. The review was part of the regularly scheduled faculty review of university administrators which, according to Cox, “is central to the principles of shared governance and accountability that sustain our professional autonomy and the academic integrity of the university.” The committee followed the procedures for reviews of university administrators as set out in the University Operations Manual, II: 28.4.

The scheduled review of the Office of the President was initially postponed upon the resignation of President Mary Sue Coleman, but in the fall of 2002, at the request of Interim President Willard “Sandy” Boyd, the Provost and Chair of Faculty Senate agreed to re-activate the review and appoint a review committee with two procedural variations (authorized under 28.4.h). The first concerned a distinction drawn in the Operations Manual, which charges a review committee to examine both the performance of the academic office and the performance of the officer under review. It was agreed that, under the circumstances, the committee would review only the performance of the academic office. The second understanding was that the review would be less extensive in its scope than a full-scale review of both the academic office and the officer under review, so that it could be completed in time to be of some benefit to the incoming president.

This charge put the committee in an odd situation, since the office we were asked to review was at the time vacated (though filled for a memorable interim by Sandy Boyd) and since the very brief self-study we would be working from was completed under the direction of the person (Coleman) who had recently vacated the office. The committee thus was encouraged to concentrate its attention on the core functions of the President’s Office and to prepare a report that might serve to introduce the new president to the structure of the office and offer some suggestions for improvements. The idea the committee embraced was that this might be a propitious time to evaluate the office, precisely while no one occupied it, because then we could concentrate not on *performance* but on *structure*, and our report would be a valuable introduction for the soon-to-be selected president who would be taking office probably in the fall of 2003 and who presumably would know relatively little about the administrative structure and traditions at Iowa. We initially thought of our report as a kind of primer for the new person stepping into that office, an introduction to how the University of Iowa is administered, how the President’s Office functions, and how the president is supported by the president’s staff. We were asked to produce, instead of a full review, what the Operations Manual refers to as an “Office Report” 28:4.g(4). The expectation was that, unlike a report on the performance of the officer under review, the Office Report would be, eventually, made available to all university faculty members.

The self-study of the President’s Office, conducted by President Coleman and her staff, was completed in August of 2001 and was already outdated by the time the review committee was appointed nearly and year-and-a-half later (see Appendix 1a). Interim President Boyd and his staff prepared a brief supplement to this report in December 2002 and made it available to the committee (see Appendix 1b). The committee began meeting in mid-December 2002 and planned its review procedures, at exactly the time the university community was immersed in the on-campus interviews of the final candidates for president. The committee had a meeting with

Interim President Boyd on January 10, 2003, and made arrangements to interview all staff members in the President's Office.

Environment for the Review

The situation for the committee changed dramatically in early January, 2003, when David Skorton was appointed the new president. Once Skorton was selected, and once he took office at the beginning of March, our committee's claim on expertise rapidly declined. Instead of preparing a primer for someone unfamiliar with the university and the President's Office, we were now preparing a report for someone who had been at the university for decades and had worked in several capacities at the highest levels of the university administration—someone who, by the time this report is turned in, will already have served as president for half a year. The committee met with President-elect Skorton in early February and discussed our concerns about how his appointment had significantly changed our job. We decided then that the committee would need to proceed in an even more unorthodox way. We would now be involved in a process working *with* the new president to identify problems in and new ideas for the structure of the Office of the President, and, as part of this process, the new president could, of course, initiate changes before we could even issue a report. Far from investigating an empty office and preparing a report for a yet-unnamed new president, we were now trying to investigate and describe something that was in considerable flux while we tried to observe it: the office had become a moving target and was changing day-by-day, sometimes in striking new ways, so that problems or concerns we had discovered a week or two earlier were already addressed by the time we could meet to discuss them.

This committee's work, then, became a kind of collaboration between the new president and the review committee, since President Skorton was keenly interested in examining and assessing the structure of the office he had just assumed. His goals and the committee's goals were largely compatible. Suggestions that he voiced to the committee influenced our deliberations, and suggestions and concerns the committee voiced to him affected decisions he made concerning the office and the staff. This kind of mutual influence was productive, but it created a difficult challenge to a committee charged with writing a report that assesses an office that became, in the course of the committee's work, significantly different from the office that existed when we began our deliberations.

Committee Procedures

The committee decided to interview every staff member in the Office of the President, including Mary B. New, Marilyn J. Brown, and Thomas K. Dean, all Special Assistants to the President; Patricia Nissley and Brenda Huebner, both Secretary IV's; and Lucille Heitman, Computing Consultant. The committee prepared a list of topics to guide the interviewing teams (see Appendix 2), each of which was composed of two committee members. These interviews were conducted in early March. A number of staff members prepared written responses and some corresponded with the committee after the interviews. As mentioned, the committee met with Interim President Boyd once and with President Skorton twice, first soon after he was appointed and again in June 2003. And, via an e-mail survey, the committee offered all faculty and staff and selected students at the university the opportunity to express their views about the Office of the President. The chair of the committee met individually with Interim President Boyd and President Skorton several times and also interviewed Mary Lynn Grant, former Assistant to the President under James Freedman, Hunter Rawlings, and Mary Sue Coleman.

The committee examined the self-study prepared by former-president Coleman and supplemented by interim-president Boyd and examined administrative charts for both the University of Iowa administration and the administrations of peer institutions. During our June meeting with President Skorton, he informed the committee of initial changes he had already made in the functioning of the office and the duties of the office staff, and he indicated that he was drafting a proposal for a reconfigured office staff, which he offered to share with the committee. The committee received this document in August. On September 11, Skorton announced that he had filled newly created positions with some senior staff members from other offices, and so the initial reorganization of the office now appears to be complete.

Results of Interviews and Survey of Faculty, Staff, and Students

Our survey of faculty and staff (see Appendix 3) revealed that very few members of the university community have much of an idea of *what* the President's Office is like, of who or how many work there or exactly what they do. We received a little over one hundred responses to the survey sent to all faculty and staff. Thirty-five of the respondents to the survey indicated they did not have interactions with the President's Office. Over twenty respondents reported dealings with the office that were prompt, courteous, professional, efficient, and otherwise generally positive. Several responses complimented specific staff members for their courtesy and helpfulness. A very few responses remarked on rude or unhelpful treatment. A few commented on the need for a more visible staff person in the office—someone who would be more widely known across campus—and a couple mentioned the need for a high-ranking executive assistant or communications vice president who would directly serve the president. Five or so respondents underscored the importance of personal contact with the president (several fondly recalled times the president had greeted them by name), and a couple of people said e-mails from the president were always welcome and added a personal touch, even when addressed to the entire university community.

The committee also surveyed selected students who had had contact with the President's Office over the past few years. The committee heard from only five of these students, all of whom had very positive things to say about their interactions with the President's Office: one student suggested that it would be beneficial for the president to figure out a way to make the office more accessible and welcoming to students by having a weekly or monthly meeting with selected (or randomly chosen) students.

Our interviews with the President's Office staff members revealed a number of problems. While most of the staff were fairly clear about their duties and responsibilities, nearly all the staff indicated some confusion and frustration about the organization of the office. One thing noted by most staff members was that there had never been a staff meeting with either of the two previous presidents, so that—even though these people reported directly to the president—there was little sense of staff cohesion or of unified direction, and there was little direct feedback on work accomplished. Some staff members expressed concern at not knowing who reported to whom and of sometimes feeling adrift. There was no consensus on whether there even was a “chief” staff officer, though everyone agreed that one long-serving staff member was the person most people looked to for guidance. Staff members seemed to agree that the main problem was that this particular staff person bore too many responsibilities and thus had too little time to effectively manage the office.

The committee was struck by how often such comments about lack of structure and lack of cohesion arose among such a small staff. One of the first things President Skorton initiated upon taking office was a regularly scheduled staff meeting (at which he presides), so one of the

major concerns of the staff seems already to have been addressed. Most staff members reported working long hours and feeling tremendously pressed with work. Not surprisingly, then, most staff members expressed the belief that the staff definitely needed to be larger, and that more secretarial support was urgently needed. This secretarial support, they said, would allow for a more beneficial distribution of responsibilities, since staff members reported that they were performing most of their own secretarial work because of the lack of such support in the office. Concerns were expressed by some staff about the absence of a welcoming environment in the office, especially at the front desk, where the receptionist was frequently asked to do other work and was often not at the reception desk, thus occasionally leaving the front office empty when visitors entered or leaving the phone to be answered by voice-mail. The committee shared these concerns with President Skorton, who dealt with the problem by making some staff reassignments.

Initial Conclusions

Based on its review of the materials it was able to gather, the committee quickly concluded that the President's Office at Iowa, like most of Iowa's administration, is very, very lean in relation to our peer institutions. One of the most striking things to our committee was the set of two administrative charts for the President's Office that we were given (see Appendix 4), each describing the structure of the office, but appearing to describe quite different operations. The first (Appendix 4a) shows virtually everyone in the university reporting to the President and indicates that the President is surrounded with administrators, with twelve top-level administrators, including provost and vice-presidents, reporting directly to him. But few of these people actually work in the President's Office, in any meaningful way. They *meet* there occasionally, but they each operate separate offices that have developed into complex and populated entities, each one in fact significantly more populated and more complex than the President's Office. The other administrative chart (Appendix 4b) indicates a very different way of looking at the President's Office, suggesting a rather isolated and sparsely populated place: three special assistants, two secretaries (one not entirely dedicated to the office), a computing consultant, and a quarter-time RA.

Let's compare this to the University of Minnesota president, who has an associate to the president, a "coordinator," a senior administrative director, two administrative directors, two executive secretaries, an associate editor, two principle secretaries, a Vice President who serves as "Chief of Staff," two assistants to the chief of staff, two executive assistants, an executive secretary, and a deputy chief of staff for athletics. Or compare Iowa's President's Office to Ohio State's, where there is an executive assistant to the president and general counsel, a counselor to the president, two administrative assistants, a receptionist, a fiscal officer, a courier, a systems manager, a systems developer and engineer, a systems specialist, a director of special events, an assistant director of special events, a program coordinator, an office associate, an editorial coordinator, an editorial assistant, a VP for government relations, a director of state relations, a director of federal relations, two office associates, a chief of staff, and a scheduler. The contrast is sharp, but how revealing is it? Clearly, we can't do full reviews of our peer institution president's offices, and the information on staff size and duties is very difficult to find, but it is clear that the Iowa president works with a relatively mini-sized office staff, given the size and complexity of this institution.

One of the recurring comments we have received from those who have close associations with the President's Office—those who have worked in it, and those who have had frequent interactions with it—is that everyone knows how understaffed it is, but no one ever finds a

propitious time to expand the staff, since any such move will be read by some as self-serving, and since there's never a good budget climate in this state for such an expansion. Some current President's Office staff who meet with presidents' staffs from other CIC institutions report a general sense of incredulity that the President's Office at Iowa operates with such a lean staff.

And things have been getting worse rather than better. While it's difficult to track the various shifts and confluences and reassignments that have occurred on the president's staff from President Boyd's administration (1969-1981) to the present, it is clear that the office is smaller now than it has been at times in the past. The most obvious vacuum right now is the Vice President for External Relations, left unfilled for budgetary reasons and assumed a couple of years ago by David Skorton along with his Vice President for Research duties, and now permanently dormant. That was a position, the committee believes, that furnished a public presence in times of crisis, and it was an office that might have allowed some room for growth of a staff more directly serving the president—especially in the area of communications with the university's various publics—than current Vice Presidents' staffs do. Most Vice-President offices, as well as the Provost's office and some Deans' offices, are populated with a number of associates and assistants who offer more than staff support. In the President's Office, when the president is absent, what remains is a very small staff and no associates.

In his meeting with the committee, Interim President Boyd offered his views on the changes he found in the office from the time he left until he returned last year. He very much missed having a kind of executive assistant, someone who would be able to carry out special and specific tasks for the president, someone who could be put on special projects and who could serve when necessary as the president's representative, and someone who could pursue issues on an ad hoc basis. Our committee became convinced that such a senior staff position would be advantageous for numerous reasons. With the president so frequently forced to deal with external constituencies for fund-raising and governmental relations, it seems important to have a presidential assistant always available for ongoing internal business.

Obviously, every president has a different relationship with his or her vice-presidents and provost and deans and directors, and each president uses these people in different ways and in different configurations. The President's cabinet has changed significantly just in the years since President Coleman arrived, and it underwent further change after she left. These changes seem important to track, but, since this is the first review of the President's Office in recent memory, they have not been carefully recorded over the past decades. These changes clearly reflect each president's administrative style and philosophy. The *staff*, however—the “Office” without the President in it—is what gets passed on from one incumbent to the next, and so it is important to reconsider *it*, even though the simple political and financial reality is that it can't or won't be changed dramatically anytime soon. But in an office so small, even a modest change can have dramatic effects.

President Skorton's Proposal and Final Committee Recommendations

From the beginning of our discussions with him, President Skorton indicated he would be open to some modest restructuring of the President's Office, and, after hearing the committee's initial recommendations, he asked for time to prepare an outline of how he might reconfigure and enhance the staff. In mid-August, Skorton presented the committee with his proposal (see Appendix 5). The document offered a “proposed reorganization” that would allow the office to “function optimally.” New positions include an “Administrative Associate” who would report directly to the president and would handle mostly budgetary, personnel, and human-resource matters, and an “Administrative Assistant” who would report to Marilyn Brown and would take

on some of the duties currently handled by Brown, such as the president's scheduling, travel, and draft correspondence, as well as "assist with logistical and organizational matters related to presidential oversight of the clinical partnership between the UI Carver College of Medicine and the UI Hospitals and Clinics." Other staff positions would remain mostly as they now are, with Pat Nissley serving as receptionist and handling other secretarial duties, Brenda Huebner supporting the Director of University Relations (who retains a presence in the President's Office, even as the Vice Presidential position for University Relations remains vacant or dormant). Skorton's proposal stops short of identifying a "Chief of Staff," although it does make much more clear the lines of authority and the reporting channels. It still strikes the committee that the healthiest situation would be to have one person designated as the person in charge of supervising and organizing the office. In Skorton's proposal, Marilyn Brown supervises some but not all the positions. Perhaps the new "Administrative Associate" might be given responsibility for oversight of the entire staff. It is unclear to the committee why the proposal does not mention the Special Assistant to the President for special events (currently held by Mary New, who is on phased retirement). This important function—planning, organizing, and staffing Presidential events and maintaining the president's residence—needs to be handled by someone in the President's Office, but these duties are not currently covered in the proposal. As it stands, then, the proposal only increases the size of the office by one position (since the Special Assistant position for special events disappears in this proposal).

On September 11, President Skorton issued a statement (see Appendix 6) announcing that he had filled the new Administrative Associate position (now called "Manager, Financial Analyst") with Mary Schott, who had held a similar position in the Vice President for Research office, and that he had filled the new Administrative Assistant position with Dawn Pressler, who had held a similar position in the Vice President for Health Affairs office.

While the proposal strikes the committee as an improvement (and the recent appointments seem strong ones), it does not seem to us an "optimal" arrangement. Space restrictions in Jessup Hall, among other considerations, prevent a major increase in staff size, but most of the committee still believes that a senior staff position—someone who would be perceived by internal and external constituencies as a "chief of staff," someone who regularly has the president's ear and would have the authority to speak for the president when needed—is a crucial need. Some review committee members feel that such a position might even be productively filled for some specified term by a faculty member who has interest in university-wide administration.

The committee would also like to see some innovative strategies initiated for enhancing the office, including perhaps a half-time internship for a doctoral student at the university who could gain valuable administrative experience while bringing energy and fresh perspectives to the office.

Whatever changes occur in the President's Office in the future, it is important that some ongoing history of the office is kept. Because the office has not been reviewed regularly (if at all—the committee could find no record of a completed review), it has been impossible to piece together a reliable chronicle of how the office organization and staff have changed over the years and from administration to administration. The review committee hopes that this report will be a first step in recording the structure and evolution of the President's Office, and we encourage President Skorton to assign to one of the staff members the duties of keeping records of changes in the staff, staff size, and staff responsibilities, so that future review committees will have a clear sense of the recent history of the President's Office.

Appendix 1: Self-Study

1a: Office of the President Self-Study, August 2001

1b: Supplement, Office of the President Self-Study, December 2002

Appendix 2: Topics discussed in interviews with staff members

Appendix 3: Questions asked in Survey of Faculty, Staff, and Selected Students

3a: Survey questions

3b: Summary of survey responses

Appendix 4: Administrative Charts for President's Office

4a: Academic Officers chart

4b: Staff chart

Appendix 5: President Skorton's proposal for reorganization

Appendix 6: President Skorton's announcement of new appointments

APPENDIX 1

1a.

Office of the President

Self-Study

August 2001

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Introduction

To protect, uphold, and enhance its quality, and to assure that units effectively support overall institutional aspirations, the University of Iowa regularly conducts reviews of its programs and services. In the case of major University administrators, these reviews are conducted by an ad hoc committee of faculty representatives, and typically they cover both the office and its incumbent. These reviews have proven to be invaluable tools for assessment and improvement.

The regular review of the Office of the President was suspended in 1995, a year of presidential transition. In the spring and summer of 2001, in preparation for the review scheduled for the 2001-02 academic year, the Office of the President conducted a self-study of the office's mission, organization, operations, and accomplishments under the current president, Mary Sue Coleman. This report presents those results. We hope the committee finds this report helpful in evaluating the office and in making its recommendations. We welcome the opportunity to work with the review committee, and we look forward to learning ways in which the Office of the President can more effectively serve the University community and the people of Iowa.

I. Mission and Overview of the Office of the President

As leader of the University community and its most visible representative to the public, the University President articulates the University's strengths, crafts a vision for its mission and goals, and promotes its aspirations. The University of Iowa has, through three successive planning cycles, established the aspiration of being among the ten best public research universities in the nation. The aspiration is to be accomplished through its mission as articulated in the University strategic plan. (See Appendix 1.)

The President leads the University by strengthening its sense of community, nurturing its tradition of shared governance, marshaling support for its mission and aspirations, increasing public understanding of the University's importance to Iowa and the nation, and representing the University in positions of state and national leadership. Ultimately, the mission and organization of the Office of the President and the function of its staff are shaped by the leadership of the President herself. It is she who sets the tone for the office, as well as for the campus as a whole. The most recent accreditation report from the North Central Association confirms the desired spirit of community prevalent on our campus:

"The faculty, staff and students with whom the team interacted are talented, productive and enthusiastic about the role the institution plays in their lives and the opportunities it provides; and they exhibit an unusual *esprit de corps*."¹

Off campus, the President promotes the University and manages its welfare through interactions with the Regents, the Governor, alumni, parents, donors, publics, prospective students and their families, patients, legislators, state citizens, federal

regulators and officials, corporate and foundation officials, city and county officials, state agencies, University friends, and a variety of individuals who wish to comment on any aspect of activities at the University.

The Office of the President is comprised of an immediate staff of five, who support the President's endeavors on behalf of the University (see section III). In addition to this immediate staff, the President relies on four administrators from other offices who oversee University-wide functions (see section IV). In these capacities, they report directly to the President, although some have other responsibilities and reporting relationships as well. These four administrators are described in this report, though they and their offices are not part of this review. Also not part of this review, although mentioned in relation to the activities of the President, are the eight University officers at the Vice Presidential level who report directly to the President as well.

¹ *Report of a Comprehensive Visit to The University of Iowa, Iowa City, Iowa, February 23-25, 1998, for the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools, p. 43.*

II. The Work of the President (1995-2001)

Presidents of comprehensive universities no longer function in the ways they did in the past, nor is their work of the same nature as presidents of other types of higher education institutions, such as four-year colleges and community colleges. The President of the research university no longer presides over faculty meetings and no longer oversees the curriculum, for example. Collegiate faculties meet separately, with their own deans presiding, and the Provost is charged with leadership and oversight of academic matters. The President is thus freed for more general university-wide leadership and off-campus activities.

Because of the complexity of the President's responsibilities, there is no such thing as a typical workday for the President or her staff. Special issues and significant events affecting the University can arise unpredictably, and often contentiously, displacing a full day's long-scheduled appointments. Nevertheless, the primary work of the President can generally be divided into on-campus and off-campus responsibilities. Policy-making, strategic planning, and internal communications comprise the bulk of on-campus responsibilities. Off-campus responsibilities predominantly focus on winning the understanding and support of the University's many external constituencies, as well as maintaining and enhancing public and private financial support for the University. As a leader in higher education, the President also commits a significant amount of time to state and national service. These activities are described below.

A. On-campus responsibilities

1. Policy-making.

Under the principle of shared governance, the President—in consultation with vice presidents and other administrators—works collaboratively with campus leadership (Faculty Senate, Staff Council, and Student Government), charter committees, and task forces to formulate University policies. The President leads policy development by offering policy initiatives; evaluating policy recommendations; seeking policy approval from the Board of Regents, State of Iowa; and explaining the University's positions to the public at large.

The President conducts regularly scheduled meetings with campus community groups in the process of policy development. These groups include:

- Vice Presidential Group (weekly)
- Faculty Senate officers (monthly)
- Faculty Senate (annually)
- Research Council (annually)
- Staff Council executives (monthly)
- Student leaders (monthly)
- Medical School Advisory committee (annually)
- UI Health System Board (quarterly)
- UI Alumni Association Board of Directors (semi-annually)
- Board in Control of Athletics (annually)
- UI Foundation Board of Directors (semi-annually)
- UI Foundation Board of Directors Executive Committee (quarterly)

In the fall of 2000, the President convened a new group important to policy development on budget matters, the Budget Planning Advisory Committee. The purpose of the committee is to examine ways of improving strategic use of General Education Funds, especially when the University must make strategic reallocation decisions. Among the most significant charges to this committee are:

- Reviewing the decision-making processes set out in the *Criteria for Institutional Enhancements and Reductions*,
- Collaborating with the Office of the Provost and all of the Vice Presidents to identify improvements and new processes being implemented in higher education that can be beneficial if implemented at the University,
- Making general recommendations for improving the current General Education Fund resource allocation process toward more strategic use of funds,
- Recommending specific processes or initiatives that could be undertaken immediately with the prospect of positively impacting budget allocations for FY 2002 and FY 2003.

The timing of the formation of this committee was fortuitous. Because of statewide budget cuts in governmental operations, the University of Iowa, along with the other Regent institutions, has been dealt a 6% cut in state appropriations for FY 2002, amounting to approximately \$19 million. Through broad consultation, the President formulated a set of principles to guide institutional units in making decisions about budget cuts and reallocations for FY 2002. The Budget Planning and Advisory Committee was instrumental in helping to produce a set of principles that were humane, fair, flexible, and creative. The President's final set of budgeting principles adopted for FY 2002 were based in large part on this group's work, as well as advice from the Provost, vice presidents, and deans.

2. Strategic planning

When Mary Sue Coleman joined the University as President in late 1995, there was much interest in and concern about the issue of strategic planning. A University external audit in 1989 by the Peat Marwick Group led to the University's first strategic plan, "Achieving Distinction," in 1989. A follow-up audit in 1995 by the Pappas Group showed that while the University experienced significant progress through its strategic plan, many in the University community were unconvinced that planning was beneficial to institutional progress. A second round of strategic planning was nevertheless completed, and "Achieving Distinction 2000" was presented to the new President upon her arrival in 1995.

While the new plan was a logical evolution from the first planning round, President Coleman developed two more essential components to the strategic planning process: a clearly articulated statement of core values and clearly defined indicators of progress. Through consultation with the Strategic Planning Committee, faculty and staff leadership, deans, vice presidents and several faculty groups, President Coleman articulated five Core Values for the University of Iowa—Learning, Community, Responsibility, Integrity, and Quality—which define interdependent commitments that are essential to our mission as a prominent research university rooted in a culture that values education. These Core Values guide all that we do at the University. [See Core Values described in strategic plan, Appendix 1.]

Critical to the successful implementation of any plan are indicators to evaluate progress toward goals. Indicators of progress can be both quantitative and qualitative, and they must be few enough so that institutional efforts can be realistically focused on achievement. The Strategic Planning Committee and the administration consulted the University community extensively and widely, and 37 progress indicators were presented to the Board of Regents in late 1996.

The indicators of progress (71% of which were based on outcome data) have been useful tools in budgeting, reallocation, legislative requests, and fund raising. We have reported on these annually both to the University and external communities. We

met or exceeded 20 of the targets we had set for ourselves for the five-year period for the "Achieving Distinction 2000" plan, and we made significant progress on all the rest. For a summary of the quantitative data and the qualitative indicators, see Appendix 2, which contains the 1999-2000 annual report on meeting targets, including five years' data.

By early 1999, the President began the process for a third strategic planning cycle that would better link all the collegiate and departmental planning efforts with the overall University plan. Rather than beginning the process with a broadly based faculty and staff committee, the President convened several groups (including the vice presidents and the President's Council for Strategic Implementation) to discuss a new plan. This plan was to be more focused than, concise, and easily accessible to everyone on campus. Many groups on campus had the opportunity to participate in, comment on, and argue for elements of the new plan. After a year-long planning effort, "New Century Iowa: Bridges to the Next Horizon" emerged (see Appendix 1). The Strategic Planning Committee and the President's Council on Strategic Implementation developed a set of 24 indicators of progress for the new five-year plan, which were formally adopted by the Board of Regents in November 2000 (see Appendix 3).

The President's Council on Strategic Implementation is responsible for decisions about implementing the strategic plan and meets monthly, with the President presiding. The annual data on progress indicators are collected by the Office of the Provost, published in a booklet produced by University Relations, presented to the Board of Regents by the President in November, and made available to the campus community and any external interested parties in print and on-line.

Unfortunately, the state appropriation cuts for FY 2002, the largest single budget cut the University has experienced, are having significant negative impacts. It is doubtful that the University of Iowa can achieve all 24 targets indicated in the strategic planning document for 2005. Currently, we are examining revision of those targets and indicators in light of these new fiscal constraints.

Nevertheless, the strategic planning over the past 10 years has yielded a number of benefits for the University of Iowa. Perhaps most importantly, the University has, through active leadership and working with the Regents, prevented intervention in its most basic operations by political entities external to the institution. In fact, state government is now widely encouraging its agencies and departments to implement many of the processes used by the University. Another benefit of our planning was the impact it had on preparation for the ten-year site visit from the North Central Association accreditation team pursuant to re-accreditation. Several statements from the report illustrate the effectiveness of these efforts:

"The commitment to quality, dedication, vision and planning by the Board of Regents, collectively and individually, to the 'university enterprise' represents a significant strength for

The University of Iowa.”²

“The deans, chairs, and staff throughout the university are supportive of the institution and dedicated to achieving its high goals.”³

² *Report of a Comprehensive Visit to The University of Iowa, Iowa City, Iowa, February 23-25, 1998, for the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools*, p. 42.

³ *Ibid*, p. 43.

3. *Internal communications. [Please see new supplementary information at end of report.]*

Essential to university leadership are regular forums for the President to speak to the internal audience about the policies, challenges, accomplishments, and direction of the institution. Through such communications, the President herself also stays abreast of developments within the university. The President of the University of Iowa accomplishes such communications through several forums:

- **The University Convocation**, held each fall, sets the tone for the upcoming year. For the past five years, each convocation address has been published in *fyi*, the faculty-staff newspaper, and placed on the President's Page at the University web site to be accessible to those who are unable to attend the event.
- The President sends **semi-annual letters to the entire University community** with information about upcoming events, recent faculty and staff awards, and previews and recaps of the legislative sessions.
- **The President's Annual Report**, produced in conjunction with University Relations, reports summary budget information; highlights significant faculty, staff, student, and institutional achievements; and includes feature stories on how the University of Iowa is effectively accomplishing its mission of research, teaching, and service for the citizens of Iowa, the nation, and the world.
- **The President's Page web site** contains significant speeches and other archived communications by the President, as well as special features that keep the campus community as well as external constituents up to date on ongoing issues, such as the current budget situation. In 2001, a new feature was added to the web site, a "Send a Message to the President" function that allows anyone to send an e-mail message to the President easily.
- **Meetings with internal groups** on a regular basis also provide opportunities for information exchange. In addition to the regularly scheduled meetings focused on policy and strategic planning noted above, the President holds the following meetings regularly:
 - Coordination and Planning Group (information forum for major

- administrative officers) (quarterly)
- Oakdale seminars on faculty research (semi-annually)
- Brown bag lunch meetings for staff (semi-annually)
- Fireside chats for students (monthly)
- Class visits as requested
- Residence hall and Greek society visits as requested
- *Daily Iowan* interviews (monthly)
- Appearances on "Iowa Talks" call-in show on WSUI (monthly)*

B. Off-campus responsibilities

1. *External communications.* [Please see new supplementary information at end of report.]

The President's primary off-campus responsibilities are communications with external constituents. These communications serve to report the progress the University is making, build productive relationships for the University, cultivate the public's understanding and support for the University's mission and activities, and secure the resources necessary to allow the University to fulfill its mission, thrive, and increase its quality and national standing. The President interacts with many external groups and individuals, but regular communication occurs with:

- **State of Iowa, Board of Regents.** As the Regents are the governing body of the University, the President interacts regularly with individual Regents and the Board office in Des Moines, in addition to the regular formal Regents meetings (11 per year).
- **Governor.** Personal communication with governmental officials is extremely important, and the President works diligently to assure that this occurs. The President communicates with the Governor as needed and makes a budget presentation to him annually.
- **State legislators.** The President holds regular annual meetings with local legislators to discuss institutional priorities and budget requests prior to the legislative session. During the session, meetings between the President and the local legislators and with state legislative leaders are not uncommon. In addition, the Regent presidents hold legislative outreach meetings across the state in early fall to receive input and present priorities for state funding for Regent institutions. Interaction and work during the state legislative session is intense. Our two governmental relations personnel (Derek Willard and Mark Braun; see section IV.4 below) are our principal liaisons in the political arena. Working with the Board office and the University, they keep the President well informed about legislative issues. Many information requests are received (coordinated through the Board Office) from legislators, staff of the various state departments, the

Office of the Governor, and legislative staff. These are all received and coordinated by our Office of Governmental Relations, and, working through administrative offices, faculty, staff, and student groups, that office prepares rapid responses.

- **Federal legislators.** The President meets often, both on and off campus, with the Iowa Congressional delegation and other national Congressional leaders. The goal is to promote the University and advance the University's national agenda. Our federal relations liaison (Derek Willard) is diligent in informing the President about issues requiring an immediate response.
- **The general public.** The President meets often with service clubs, schools, foundations, college development and advisory boards, and business leaders. The President also sends out a once- or twice-yearly "leaders letter" to prominent business and community leaders in the state. In the immediate sense, these communications help the President understand the ideas and concerns of the general public as they relate to the University and higher education in general, as well as give her the opportunity to share information about the University's goals and accomplishments with community leaders and win their support. Subsequently, such information and goodwill is then disseminated further to their constituents.
- **Alumni.** The University's alumni are among the most important people with whom to communicate and consult in order to discuss the University's progress and to build productive relationships for the institution. The President attends numerous alumni events sponsored by the UI Alumni Association and the UI Foundation on campus, across the state, and throughout the nation .
- **Friends and donors.** Presidents of major research universities, including public ones, spend increasingly more of their time visiting and speaking with groups and individuals in order to secure the private resources necessary to achieve institutional aspirations. The University of Iowa President is no exception. This involves working closely with the University of Iowa Foundation to cultivate donor relationships and stewardship from private giving. Such activities range from individual meetings to regular attendance at UI Foundation Presidents Club events.
- **Media.** The President, with the assistance of the Director of University Relations (Steve Parrott), makes concerted efforts to communicate with the media locally and nationally and always remains available. In addition to monthly local interviews with the *Daily Iowan* (the campus newspaper) and on the "Iowa Talks" program through WSUI (the University's public radio station), the President schedules newspaper and radio interviews in communities she visits, whether they be small-town Iowa or New York City. In 2001, President Coleman

spearheaded a media roundtable in Des Moines, which brought together university and college presidents from across the state with representatives from several media outlets throughout the state in order to discuss current issues of higher education in Iowa. The event was so successful that similar future events are being planned.

To give the committee a sense of the breadth of activities and the time required for them, Appendix 4 outlines external communications specifics for four academic years.

2. National service.

The president of a major research university is looked upon as a national educational and social leader. At the same time, the UI President's national service reflects well on and raises the national profile of the institution. Therefore, President Coleman has made a concerted effort to engage herself in national-level service activities. Two new additions to her roster of activities during the past year were her seats on the Knight Commission on Intercollegiate Athletics and her co-chairship of the Institute of Medicine Committee on the Uninsured. In addition, President Coleman has been elected to several national academies, the most recent being her appointment as a fellow to the American Academy of Arts and Sciences. Appendix 5 details President Coleman's national service during the past four years.

III. Organization of the Office and Office Staff Descriptions

Just as the duties of the President are complex, so are the activities of her office and office staff. Special issues and significant events that affect the University and its wide array of constituents can arise unpredictably, and often contentiously. Universities are by nature places reserved for vigorous, open debate of ideas, as well as broad service to society. Expectations of what that means vary widely among the University stakeholders. Conflicts are inevitable; new ones emerge almost daily, and many are sustained over long periods of time. As perhaps the most visible location within the University, the Office of the President must be ready to respond to any and all issues brought to its attention, as well as support the ongoing work of the President.

The Office of the President full-time staff is comprised of five individuals in addition to the President (see organizational chart, Appendix 6). The office staff is lean; therefore, the workload is high. However, all members of the staff are highly competent professionals and perform their duties with efficiency and excellence.

1) Marilyn Brown, Special Assistant to the President (administration). Ms. Brown is the executive administrator for the office and the liaison between the President and the University's external and internal constituencies. She manages the business functions of the Office of the President, including office systems and operations, support staff (Computing Consultant and Secretary IVs) supervision, office scheduling

and the President's calendar, budgeting and expenditures, and correspondence. Ms. Brown also chairs the President's Master Calendar Group, coordinates and chairs the University Charter Committee system, serves as facilitator/convenor of the Advisory Committee on the Naming of Buildings, provides staff administrative support to the President's Council on Strategic Implementation and the President's Coordination and Planning Group, and acts as liaison to other committees as assigned.

2) Thomas Dean, Special Assistant to the President (communications and research). Dr. Dean provides research and assistance in drafting speeches, reports, and routine correspondence. He also oversees production of multimedia, web, and printed materials for the President, and serves as consulting editor to University Relations for the President's Annual Report. Dr. Dean undertakes special projects as assigned, including coordination of the annual Presidential Lecture Series and assistance with strategic planning initiatives. He serves as representative on the President's Council on Strategic Implementation, the President's Master Calendar Group, the President's Coordination and Planning Group, and the Strategic Communications Forum. Dr. Dean has the assistance of and supervises a quarter-time graduate research assistant.

3) Mary New, Special Assistant to the President (special events). Ms. New (office located in Old Capitol) assists the President with special events and projects. She plans, organizes, and staffs Presidential events at the President's residence and elsewhere. Ms. New also maintains the President's residence, including management of supplies and inventory, oversight of maintenance and groundskeeping, and supervision of housekeeping staff. She plans and oversees Board of Regents meetings held on campus, as well as other Regents events, such as award ceremonies and dinners. Ms. New also updates the Regents Guide annually and coordinates the mailing list and distribution of the President's Annual Report. She serves as a member of the President's Master Calendar Group, and she serves as chair or member of a variety of planning groups for groundbreakings, dedications, the University Convocation, Weeks of Welcome, and football games.

4) Lucille Heitman, Computing Consultant. Ms. Heitman manages all software and hardware computing maintenance for the office. She produces materials for multimedia presentations and maintains the Web page for the Office of the President. Ms. Heitman also handles travel communications (reservations, billing, bill reconciliation), maintains the President's Office correspondence files (collection, coding, filing, retrieval, and archiving of all records), maintains Charter Committee membership lists, provides project support to the Special Assistant to the President (communications and research), provides administrative support to the Strategic Planning and Budget Planning Advisory Committees, and provides other administrative support as assigned by the Special Assistant to the President (administration).

5) Brenda Huebner, Secretary IV. Ms. Huebner provides initial reception for

the office as well as secretarial support for the Special Assistant to the President (administration) and the President. Ms. Huebner is the “voice” and the “face” of the Office of the President. She greets visitors, fields all incoming calls, and also provides secretarial support to other office staff members besides the Special Assistant as needed.

Also housed in the Office of the President is *Patricia Nissley, Secretary IV*, although she is not an immediate staff member to the President. Ms. Nissley provides support for the Vice President for External Relations, who is physically housed in the Office of the President. During the vacancy of the VP for External Relations position, the Director of University Relations (Steve Parrott) is housed in the Office of the President, and Ms. Nissley is providing support for him and other University Relations administrators, including David Skorton (interim VP). While the VP for External Relations position remains vacant, the Office of the President is paying Ms. Nissley's salary, and she reports administratively to the Special Assistant to the President (administration). *[Please see new supplementary information at end of report.]*

During the 2000-2001 academic year, the President reorganized some of the staff positions in the Office of the President. The Special Assistant to the President (special events), Mary New, had previously held the title of Executive Assistant to the Vice President for University Relations and reported to the Vice President of University Relations (now External Relations). As Ms. New's duties were directly supportive of the President and her activities, the position was moved into the Office of the President and the title changed. Marilyn Brown's title was previously Administrative Associate, and her title has also been changed to Special Assistant to the President (administration). These title changes rationalize the professional duties and reporting relationships of these individuals with each other and with Thomas Dean, Special Assistant to the President (communications and research).

IV. University Offices with Direct Report to the President *[Please see new supplementary information at end of report.]*

Eight **Vice Presidential positions** report to the President. These are:

- the Provost (Jon Whitmore),
- the Vice President for Research (David Skorton),
- the Vice President for Finance and University Services (Douglas True),
- the Vice President for Student Services (Phillip Jones),
- the Vice President for External Relations (vacant),
- the Vice President for Statewide Health Services (Robert Kelch),
- the General Counsel (Mark Schantz), and
- UIHC, Director/CEO of University of Iowa Hospitals and Clinics (R. Edward Howell).

Please see Section V, "Changes in Administrative Structure since 1995," for current specifics on reporting relationships at the Vice Presidential level.

Four other offices with University-wide functions report directly to the President. They are described briefly below.

1) The Office of Affirmative Action. The **Assistant to the President/Director of Affirmative Action** is **Ms. Jennifer Modestou (interim)**. The Office of Affirmative Action oversees all facets of the University's affirmative action program, realizing the University of Iowa's commitment to equality of opportunity for all individuals. Our affirmative action program applies to the recruitment, appointment, and promotion of individuals in all employment classifications. The office's major responsibilities are to ensure compliance with statutory and regulatory requirements and to educate the University community about affirmative action and equal employment laws. The office helps develop policy statements, helps set departmental hiring goals, and creates programs to attain them. It designs systems to report and measure the effectiveness of programs; investigates and resolves complaints of discrimination and sexual harassment; and leads educational workshops on a variety of workplace issues, such as affirmative action, valuing diversity, disability awareness, and sexual harassment prevention. *[Please see new supplementary information at end of report.]*

2) The Office of University Internal Audit. The **Director of Internal Audit** is **Ms. Carol Senneff**. The internal audit program provides University-wide monitoring and independent fiscal compliance audits. Internal Audit reviews and evaluates the adequacy and effectiveness of the system of internal controls in the reliability and integrity of information; compliance with policies, plans, procedures, laws, and regulations; safeguarding of assets; economical and efficient use of University resources; and accomplishment of established objectives and goals of the institution. The unit is responsible for devising an annual audit plan, for carrying out all audit services, and for emergency audits when irregularities are suspected or detected.

This unit has been recently reorganized by the President to encompass all internal auditing activity for the University, including that of the University of Iowa Hospitals and Clinics and the College of Medicine. In addition to reporting directly to the President, the Director reports periodically to the Banking Committee of the Board of Regents and is advised by an internal audit committee chaired by the University President and including the CEO of the UIHC, the University General Counsel, and the Vice President for Finance and University Services.

3) The Office of the Ombudsperson. The **Co-Ombudspersons** are **Lon Moeller** (clinical associate professor management and organizations) and **Maile Sagen**. The faculty Ombudsperson (Lon Moeller) serves half-time for a non-renewable four-year term, and the professional staff Ombudsperson (Maile Sagen) is a permanent, full-time appointment. While working independently on workplace and employee

issues, the Ombudspersons report administratively both to the Office of the President and the Office of the Provost.

The University of Iowa encourages employees to settle workplace difficulties through the services of the Office of the Ombudsperson. The mission of the office is to ensure that all members of the University community receive fair and equitable treatment. The office serves students, faculty, and staff, and it offers informal resolution, mediation, and/or negotiation to constituents. Confidentiality, neutrality, and independence are the three critical characteristics of the office. The Ombudsperson explains and clarifies University policies and procedures and urges complainants to follow the regular policies and procedures of the University as outlined in University publications. The Ombudsperson will review complaints when substantial reasons exist for not advancing a complaint through existing channels (such as lengthy delays, lack of confidentiality, or lack of impartiality). The Ombudsperson pursues individual case work and works systemically to bring to the attention of administrators any policies, programs, personnel, or institutional decisions which may violate the rights of students, faculty, or staff.

4) The Office of Governmental Relations. The **Special Assistant to the President for Governmental Relations** is **Derek Willard**, who acts as the University's federal liaison and also serves as Associate Vice President for Research. The **Associate Director for State Relations (Mark Braun)**, who reports to the Special Assistant to the President for Governmental Relations, serves as state liaison. Mr. Braun is stationed in Des Moines during the legislative session and is based on campus throughout the rest of the year. The Governmental Relations unit has been reorganized by the President to create a direct reporting relationship for federal and state affairs, previously housed, respectively, in the Office of the Vice President for Research and the Office of the Vice President for University Relations.

The Office of Governmental Relations oversees and coordinates University relationships with national and state elected officials, their staffs, and governmental agencies. The Board of Regents is solely responsible for legislative policy making for the Regent universities. The Special Assistant to the President for Governmental Relations and the Associate Director for State Relations serve as lobbyists and legislative liaisons for the Board of Regents; advise the President and other University officials regarding state and federal legislative strategies and provide assessments of proposed legislation; participate in University outreach efforts; work with the Provost, vice presidents, and directors of major administrative units in development of budget requests and legislative initiatives; manage responses to legislative inquiries and requests for information; and coordinate contacts with state and federal officials, other state institutions of higher education, and various other entities having relationships with The University of Iowa in the area of government relations.

(See organizational chart at Appendix 7.)

[Please see new supplementary information at end of report.]

V. Changes in Administrative Structure since 1995

Mary Sue Coleman was appointed the President of the University of Iowa in late 1995. Upon her arrival, the following administrative structure existed:

- Provost
- Vice President for Finance and University Services
- Vice President for University Relations
- Vice President for Health Sciences (to whom health sciences deans, the director of the Hygienic Laboratory, and the CEO of UIHC reported)
- Vice President for Research, and
- General Counsel.

The Vice President for Statewide Health Services was in phased retirement and was not officially part of the President's cabinet.

Several changes in administrative structure were made in the first two years of the Coleman administration. When the Vice President for Health Sciences accepted a position elsewhere in 1996, the office was evaluated. The position was abolished and its funding (\$1 million) reallocated through the Office of the Provost. In the new structure, all health sciences deans report to the Provost. The director of the Hygienic Laboratory now reports to the Vice President for Research. The CEO of the UIHC and the Dean of the College of Medicine (in his role as head of the Practice Plan) report directly to the President. This new structure has created a much more nimble, flexible, and streamlined organization and has allowed the University to respond effectively to dramatic changes in health care financing.

The second change occurred in student affairs. A Vice President for Student Services and Dean of Students position was created in 1997 by elevating the previous position of Associate Provost for Student Affairs. It is very important to have a primary advocate for students in the President's cabinet, and this reorganization has worked very well.

In 2000, a third administrative change was effected. With the retirement of the Vice President for Statewide Health Services, the current Dean of the College of Medicine was given the additional title of VP for Statewide Health Services and now serves in this combined role. In the new structure, for academic purposes, all deans, including the Dean of the College of Medicine, report to the Provost. For fundraising, facilities planning, and health-related educational experiences in remote locations, health sciences deans report to the VP for Statewide Health Services.

In 2001, the President's cabinet consists of the following:

- Provost
- Vice President for Finance and University Services
- Vice President for Research
- Vice President for Student Services
- Vice President for Statewide Health Services
- CEO of the UIHC
- Vice President for External Relations (currently vacant), and
- General Counsel.

[Please see new supplementary information at end of report.]

VI. Resources and Financial Support

The Office of the President is financially supported through an annual allocation from the General Education Fund, which pays predominantly for office general expenses and salaries for the President and the office staff. For FY 2002, the GEF allocation is \$596,392.00. The Office of the President also is responsible for and provides leadership to UIHC, the residence halls, and other self-supporting units. Those units provide, in turn, a General Education Fund reimbursement for those costs. The President also assists with fund-raising for the UI Foundation. Her expenses for these activities are paid by the Foundation.

VII. Evaluation and Performance Appraisal

Evaluation of the President is conducted annually by the Board of Regents, State of Iowa. Those staff members reporting directly to the President, including the Special Assistants to the President, are evaluated on an on-going basis by her. The Computing Consultant and the two Secretary IV's housed in the Office of the President are evaluated by the Special Assistant to the President (administration) in accordance with the procedures established by the Career Status and Merit systems respectively.

VIII. Strengths and Weaknesses

- Critical to the influence of the Office of the President is the leadership, visibility, and intellectual capacity of the President, all of which should be measurable by opinions of internal and external constituents. The 1998 NCA accreditation team commented very favorably upon the President and the higher administration:

"The executive management team, led by the President, combines strong management skills with a unique understanding of the culture of the state and the university. Strong leadership throughout the administration supports democratically-accepted goals with open channels of communication."⁴

- President Coleman's service on and leadership in an array of national committees attest to her capacity to increase the visibility of higher education in Iowa, and the University of Iowa across the nation.
- Perhaps among the least noticed by the media is her leadership in increasing the number of faculty members elected to prestigious national academies (from 12 in 1995-1996 to 28 in 1999-2000), including two such memberships herself.
- Certainly this President is committed to moving the institution forward, even in times of budgetary constraints.
 - President Coleman has been actively involved in dramatically increasing private fundraising for the University.
 - She encouraged launching a comprehensive capital campaign, now entering its third year.
 - Prior to her arrival, total fundraising productivity reached \$82 million in 1995.
 - At the end of her fifth year, the annual amount raised was \$172 million.
 - She has likewise worked aggressively to improve external research funding, which has grown from \$198 million to \$277 million annually during her tenure.
- The quality of the staff in the Office of the President is very high. Each staff member has extensive experience and maintains the expectation that every task is important. Office staff strive to provide personal attention to all with whom they interact. Like most offices within the University, the Office of the President is thinly staffed and the workload extremely high. The possibility of fatigue and the probability of stress are issues that cannot be ignored. Particularly critical are those in the Office who must deal with angry, sometimes unstable people. In these circumstances discussing and teaching coping skills are important.

⁴ *Report of a Comprehensive Visit to The University of Iowa, Iowa City, Iowa, February 23-25, 1998, for the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools, p. 43.*

IX. Summary of Accomplishments

- Articulated Core Values and disseminated them widely.
- In conjunction with strategic planning, developed measures of University progress and success.
- Increased national recognition of faculty.
 - Energized nomination process for faculty in national academies.
 - Stimulated better reporting of faculty accomplishments.

- Initiated a long-term effort to discourage excessive alcohol consumption among students. Provided service and leadership in this area at the national as well as local levels.
- Re-invigorated merit scholarship program, expanding from 20 to 50 annually.
- Conducted aggressive building program with both state and private resources.
- Focused on timely graduation of undergraduates through the four-year contract.
- Committed to programs in diversifying the University community.
- Committed to more widespread external communications both statewide and nationally.
- Participation in national commissions, studying issues ranging from athletics, to improving undergraduate education, to increasing proportion of Americans covered by health insurance.

APPENDIX 1

1b.

Supplement

Office of the President

Self-Study

December 2002

Pp. 6-7

3. Internal communications

- **Meetings with internal groups**

- Interim President Boyd has suspended the monthly Fireside Chats with students established by President Coleman in order to allow the incoming President to decide for him/herself more readily whether to continue them. President Boyd offers generous access to students who wish to meet or communicate with him.
- Interim President Boyd is always available to the media, including the *Daily Iowan*, but he has not scheduled monthly interviews with the *DI*.
- Interim President Boyd has appeared on "Iowa Talks" on WSUI (as well as "Iowa Press" on Iowa Public TV), but he has not maintained a monthly schedule.

Pp. 7-8

1. External communications.

In the fall of 2002, Interim President Boyd directed David Skorton, the Vice President for Research and External Relations, to hire an outreach and advocacy coordinator on a temporary basis in order to help implement his efforts in these areas. Jane Van Voorhis was hired into this position.

- **State legislators.**

The recent effort to rebuild the University of Iowa Legislative Advocacy Network has yielded a membership of nearly 150 friends and alumni of the UI who are poised to advocate on behalf of the Regents Universities in Iowa. A series of educational and background mailings, and a new website will support the work of our advocates as we ask them to contact the Governor and their legislators on issues of relevance to public higher education.

- **The general public.**

The UI Speakers Bureau has been reinvigorated with over 100 faculty and staff ready to serve the University and the greater Iowa community by presenting on issues of public interest. This service is being widely marketed to a broad range of organizations.

Interim President Boyd's commitment to outreach also resulted in a new initiative entailing students making presentations in a variety of venues this year. Related to the Speakers Bureau, the UI has forged ties with Iowa Public Television's *K-12 Connections* and will offer a number of talks to K-12 schools throughout the state via the ICN.

Finally, outreach indicators for the UI Strategic Plan will be finalized prior to the end of Interim President Boyd's term.

P. 11**III. Organization of the Office and Office Staff Descriptions.**

With the elimination of the position Vice President of External Relations, *Patricia Nissley, Secretary IV* now permanently serves as administrative support for Steve Parrott, the Director of University Relations, who remains housed in the President's Office. Ms. Nissley also serves as backup support on the President's Office staff. She is employed by the Office of the President and continues to report to the Special Assistant to the President (administration), Marilyn Brown.

Pp. 11, 12, 14**IV. University Offices with Direct Report to the President**

Vice Presidential Positions—see supplement to V. below.

1) The Office of Affirmative Action. The **Assistant to the President/Director of Affirmative Action** is **Ms. Charlotte Westerhaus**, who began her duties in June 2002. She has revised the description of her office as follows:

The Assistant to the President and Director of Affirmative Action is a member of the University's President's coordination and planning group, and plays a key role in the development of best practices to enhance diversity and inclusiveness at the University. The Office of Affirmative Action supports and enhances the University's commitment to recruiting and retaining a diverse academic community of faculty, staff and students in two inextricably linked ways: 1) by providing expert advice, education and service which ensure the University's compliance with all applicable federal, state and University affirmative action, equal opportunity, nondiscrimination, and civil rights laws, regulations and policies, and 2) by providing leadership and resources that support the University's goal to foster a culturally diverse and inclusive University community. The office designs systems to report and measure the effectiveness of diversity-related programs; investigates and resolves complaints of discrimination and sexual harassment; and leads educational workshops on a variety of workplace issues, such as affirmative action, equal opportunity, cultural competency, valuing diversity, disability awareness, and sexual harassment prevention. The office interacts with administrative and academic officials in each of the individual colleges, as well as the UIHC and non-academic departments, such as General Counsel and Human Resources.

4) The Office of Governmental Relations

Mark Braun, formerly Associate Director for Governmental Relations, now has the title *Director of State Relations*. Mr. Braun now reports directly to the President.

V. Changes in Administrative Structure since 1995

The following changes have occurred among the Vice Presidential positions since August 2001:

1) Due to ongoing budget difficulties, the **Vice President for External Relations** position was permanently eliminated by Mary Sue Coleman in March 2002. David Skorton, who had been serving as Interim Vice President for External Relations in addition to his regular duties as Vice President for Research, was appointed **Vice President for Research and External Relations**. A number of the reporting relationships that had previously come under the Vice President for University Relations were re-assigned to other Vice Presidential Offices (e.g., athletics now report to the General Counsel; the Old Capitol, the museums, and Hancher Auditorium now report to the Vice President for Student Services).

2) The **Vice President for Statewide Health Services** was changed to the **Vice President for Health Affairs** by Interim President Willard Boyd in November 2002. Robert Kelch remains in this position with the new title. Partly this change came about as a result of the restructuring of reporting relationships within the health sciences due to a new leadership team. With the hiring of a new Dean of the Roy J. and Lucille A. Carver College of Medicine, Dr. Kelch will relinquish his position as Dean. Jean E. Robillard will begin his duties as Dean in February 2003. The Dean will have a dual report to the Vice President for Health Affairs and the Provost. Donna Katen-Bahensky, who began her duties as Director and CEO of University of Iowa Hospitals and Clinics in July 2002, now reports to the Vice President for Health Affairs.

The Vice President for Health Affairs' duties include coordination of strategic planning, fund raising, and capital planning for the entire health sciences campus, which includes the Colleges of Dentistry, Nursing, Pharmacy, and Public Health, the University Hygienic Laboratory (UHL), as well as the UHC and the UI Carver College of Medicine.

The current cabinet thus consists of six Vice Presidents:

- the Provost (Jon Whitmore)
- the Vice President for Research and External Relations (David Skorton)
- the Vice President for Finance and University Services (Douglas True)
- the Vice President for Student Services (Phillip Jones)
- the Vice President for Health Affairs (Robert Kelch)
- the General Counsel (Mark Schantz)

Interviews with Staff of President's Office

Staff to be interviewed: Marilyn J. Brown, Thomas K. Dean, Mary B. New, Brenda Huebner, Lucille Heitman

Length of each interview: one-half hour

Interviewing teams:

Richman/Ringen interviewing New, Huebner

Westefeld/Muller interviewing Brown, Heitman

Folsom/Geist interviewing Dean

We want to find out from the staff members just what it is they do, what tasks they perform, for whom they perform them, how they interact with other staff and with people outside the President's Office. We need to begin each interview by assuring the staff members that we are sensitive to the small size of the office and to the fact that they might be uneasy about speaking candidly, and we need to encourage them to be frank with us. We will, as a committee, keep confidential any comments that the staff members ask us to treat with confidence. And we can also assure them that, in our recent meeting with President-to-be Skorton, he was anxious for us to present him with an honest evaluation of the Office so that he could consider changes that would enhance the working environment.

Questions:

1. Could you describe for us in some detail your job responsibilities and indicate changes that have occurred in those responsibilities over the period of time you have held this position?
2. Please name the five or six most important things you do and estimate the percentage of time in a given week that you devote to each.
3. Could you identify the people with whom you interact regularly as part of your job?
4. What observations do you have about how efficient the President's Office is in terms of the number of staff needed to do the necessary tasks well?
5. Do you have any thoughts about how the President's Office might be organized differently so that tasks could be accomplished more efficiently or so that your job might be more satisfying?

Appendix 3

3a. Survey Questions

Date: Tue, 22 Apr 2003 14:20:21 -0500

To: "Faculty and Staff";;

From: "Committee to Review the Office of the President" <president-review@uiowa.edu>

Reply-to: president-review@uiowa.edu

Subject: [UnivAdm] Review of President's Office

Status:

We are members of a committee appointed by the Faculty Senate to review the Office of the President. Please note we are reviewing the OFFICE, not the PRESIDENT. We are interested in input from faculty, staff, and students.

Please respond to the following questions by: (1) e-mailing your response to president-review@uiowa.edu OR (2) sending a hardcopy in campus mail to: Ed Folsom, English, 308 EPB.

1. Describe any positive or negative interaction(s) you have had with the Office of the President over the past two years.
2. Provide suggestions regarding the ORGANIZATIONAL STRUCTURE of the President's Office.
3. Give your opinions about how the President's Office FUNCTIONS/OPERATES.
4. Provide any other feedback concerning the Office of the President.

Thank you very much.

Committee to Review the Office of the President

Ed Folsom (English), Chair

Lois Geist (Internal Medicine)

Donna Muller (Staff Relations)

Lynn Richman (Pediatrics)

Catherine Ringen (Linguistics)

John Westefeld (Psychological and Quantitative Foundations)

3b. Summary of Survey Results

Know nothing about the Office, no interaction, little interaction, etc.: 35 responses

Hopes President will be hands-on: 1

Desire for Pres to be very visible: 1

Office Staff is prompt, courteous, professional, positive, efficient: 22

Problems with President's Counsel: 1

No clear policy on faculty commercialization, need for Presidential-level entrepreneurial officer: 1

Organization is mystery, office is unresponsive, problems: 1

Unclear on who is in charge of public relations: 1

Keep Pres's schedule open for time with faculty and students: 1

Need visible staff person or ombudsman in office: 1

Need high-ranked executive assistant in office (at least as high as VP's exec.assts.): 1

Need to reinstitute VP for External Relations as the President's key strategic advisor and conduit to external constituencies: 1

Need for marketing/communications VP to centralize university's external relations: 1

Needs to have an advisory committee apart from staff and VPs: 1

Need for a listserve in President's Office to inform university community regularly of new policies, regulations, staff changes: 1

Problems in having Presidential-level committees dealing with areas that are the responsibility of the provost or deans: 1

Need for better salaries for P&S in relation to Merit Staff: 1

Need for higher presidential salary (should be highest on campus): 1

Presidential salary should be no more than twice average? full professor's salary: 1

Need savvy tech person in office: 1

Need to expand President's Office staff substantially: 2

Need to make sure office does not become too lean: 1

Need to give Skorton flexibility to organize office: 1

President can get other central administrators to do his bidding: 1

Liked brief and humorous e-mails from Boyd, personal touch: 3

Need to keep Mary Sue Coleman-type frequent e-mails to university community: 1

Liked personal greeting from Pres: 2

Need for Pres to visit individual offices: 1

Appreciates Skorton's personal style: 1

Positive on Brown: 6

Positive on Dean: 3

Positive on Heitman: 2

Clerical staff rude, unhelpful: 1

Too much disparate stuff going on in office, need for better focus: 1

Enjoyed informal roundtable with Pres: 2

Need to emphasize excellence and funding: 1

No point to this review: 1

Glad to see Athletic Dir. report directly to Pres: 2

Likes way office handles crises: 1

Coaches' salaries too high: 1

Administration too top-heavy: 1

No follow-through on concerns raised to Pres (about dangerous Iowa River dams): 1

Need more outreach to state: 2

Need more concern with day-to-day operations, less with blue-sky goals: 1

Need housing for visiting faculty: 1

Affirmative Action out of control: 1

President-level committee on diversity good: 1

Strategic planning needs to be improved: 1

University doesn't recognize quality, treat adjuncts fairly: 1

Have UIHC report directly to Skorton, eliminating VP for Medicine: 1

Need to keep Mary New's position: 1



Interim President
Willard L. Boyd

Office of Affirmative Action
C. Westerhaus, Director

Office of the Ombudsperson
L. Mueller, M. Seger

Office of University Internal Audit
C. Sennett, Director

Special Assistant to the President
for Governmental Relations, D. Willard

Director of State Relations
M. Braun

General Counsel
M. Schantz

Vice President for Finance &
University Services
D. True

Provost
J. Whitmore

Vice President for
Research and
External Relations
D. Skorton

Vice President for
Student Services
P. Jones

Vice President for
Health Affairs
R. Kelch

- Coordinator, University
- Legal Services
- Legal Advisor to President
- Legal Risk Assessments
- Liaison, Attorney General
- Litigation Management
- Regulatory Compliance
- Intercollegiate Athletics

- Budget Development and Financial Planning
- Business Management
- General Stores/Receiving
- Laundry
- Parking & Transportation
- Printing Department
- Property Management
- Purchasing/Travel Center
- Regulatory & Contractual Compliance
- Risk Management
- University Contracting Authority
- Continuous Quality Improvement
- Controlship
- Accounting Services
- Budget Control
- Cashier
- Equipment Inventory
- Grant Accounting
- Facilities Services Group
- Campus Planning
- Design & Construction
- Operations & Maintenance
- Space Plan & Utilization
- Utilities
- Human Resources
- Comp & Classification
- Employee & Labor Relations
- Employment
- Information Management
- Payroll
- University Benefits
- UI Worklife
- Public Safety
- Treasurer's Office
- Banking
- Bond Registrar
- Financing
- Investments
- University Secretary

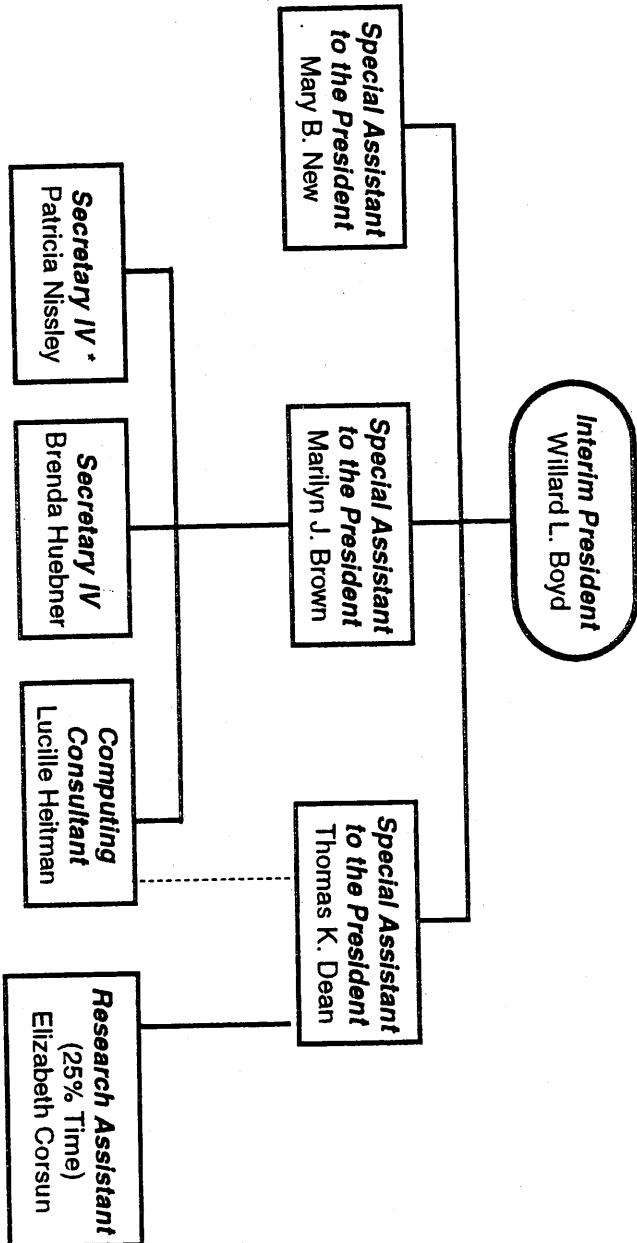
- Colleges & Other Acad Units
- Business
- Dentistry
- Education
- Engineering
- Graduate College
- Law
- Liberal Arts
- Medicine
- Nursing
- Pharmacy
- Public Health
- Continuing Education
- Museum of Art
- University Libraries
- Diversity
- Faculty Diversity Oppty
- Opportunity at Iowa
- Women in Science & Engg
- Facility
- Dual Career Network
- Health Sciences Policy Cncl
- Information & Resource Mgt
- Interdisciplinary Programs
- International Programs
- Internat'l Ctrs & Acad Prog
- Internat'l Students & Scholars
- Study Abroad
- Summer Session
- Undergraduate Education
- Academic Advising Cntr
- Admissions
- Center for Teaching
- Council on Teaching
- Eval & Exam Services
- Financial Aid
- Honors Program
- Registrar

- Animal Care Unit
- Central Research Facilities
- Central Microscopy
- High-Field Nuclear
- Magnetic Resonance
- Fermenter
- Image Analysis
- High Res Mass Spectrometry
- Clinical Trials Office
- Conflict of Interest Officer
- Health Protection Office
- Human Subjects (IRBs) Office
- Information Technology Services
- Academic Computing
- Administrative Computing
- Telecommunications
- International Writing Program
- Iowa Advanced Technology Labs
- Multidisciplinary Centers
- Cascade Campus
- Oakdale Research Campus
- Oakdale Research Park
- Technology Innovation Ctr
- Obemann Ctr for Adv Studies
- Operations Manual
- Public Policy Center
- Research Integrity Officer
- Research Mktg & Corp Rel Ctr
- Sponsored Programs
- State Archaeologist
- UI Press
- UI Research Foundation
- University Hygienic Lab
- Women in Science and Engineering
- Broadcasting Services
- Campus Video System
- Radio Stations KSUI & WSUI
- UTV
- Video Services
- Health Science Relations
- University Relations
- Arts Center Relations
- Outreach & Special Projects
- Publications
- University News Services

- Administrative Liaison Group
- Alumni Association
- Counseling Services
- Hancher Auditorium
- Natural History Museum
- Old Capitol Museum
- Recreational Services
- Macbride Field Campus
- Residence Services
- Student Life Programs
- Dining Services
- University Apartments
- Support Service Programs
- New Dimensions in Learning
- Upward Bound Program
- Student Disability Services
- Student Government
- Student Health Educ Services
- University Life Centers
- Campus Satellite Services
- Iowa Memorial Union
- Food Service/Vending
- Iowa House Hotel
- University Bookstore
- University Box Office
- Office of Student Life
- Campus Programs
- Student Activities
- Greek Affairs
- Student Business Services
- Student Legal Services
- Women's Resource & Action Center

- UHC
- College of Medicine
- Health Sciences Policy Council
- University Hygienic Laboratory
- Health Science Relations

**The University of Iowa
Office of the President**



* Supports Director of University Relations, housed in Office of the President

Appendix 5. President Skorton's Proposal for Office of the President Reorganization

In order for the Office of the President to function optimally, additional staffing will be required. A proposed reorganization, that will provide the President's Office with the appropriate staffing needed to operate in a high-level capacity, is outlined below.

Special Assistant to the President [Marilyn Brown]

The Special Assistant reports directly to the President and functions in an advisory role. The Special Assistant is responsible for overall management of the office which includes oversight of presidential master calendar, records management, space assignment and communications coordination. The Special Assistant manages and coordinates the University Charter Committee System; serves as chair/convener of the Advisory Committee on the Naming of Buildings and prepares Docket items for naming requests; prepares agendas for and attends weekly meetings of the Vice Presidents Group; quarterly meetings of the President's Council on Strategic Implementation, monthly meetings of the President's Master Calendar Group and the Docket Review/Coordination and Planning Group. The Special Assistant exercises direct supervision over the Administrative Assistant I, Secretary IV/Receptionist and the Computing Consultant I, and exercises overall supervision of the Secretary IV who supports and receives work assignments from the Director of University Relations. The Special Assistant also serves as liaison between the President and the Governor's Office, Board of Regents Office and major internal and external constituencies. Direct supervision is exercised by the President.

Special Assistant to the President [Tom Dean]

The Special Assistant reports directly to the President and exercises direct supervision over the Graduate Research Assistant. The Special Assistant assists with communications, speechwriting and research for development of major speeches; and the development of the President's Annual Report along with other special projects as requested. The Special Assistant also maintains speech files for eventual archiving and is responsible for coordinating the annual Presidential Lecture. Direct supervision is exercised by the President.

Administrative Associate [New Position]

The Administrative Associate will report directly to the President and assist with human resource and budgetary functions relevant to the President's Office and all units that report directly to the President. The Administrative Associate will serve as departmental representative at the monthly Human Resource Representatives meetings; maintain personnel records; initiate paperwork for all Human Resource transactions; review personnel reclassification requests [including President's Office direct reports]; initiate requests for payments and transfer of funds; monitor account expenditures [including President's Office direct reports] and initiate corrections as needed. The Administrative Associate will also prepare account analysis reports; participate in preparation of yearly budget; review budget requests [including President's Office direct reports]; and work on special projects as assigned by the President. Direct supervision is exercised by the President.

Administrative Assistant I [new position]

The Administrative Assistant I will report directly to the Special Assistant to the President (Marilyn Brown). The Administrative Assistant I will maintain the President's calendar and travel; draft correspondence; assist with maintenance of Charter Committee lists; initiate screening of mail and assist with appropriate routing to university administrators; assist with logistical and organizational matters related to presidential oversight of the clinical partnership between the UI Carver College of Medicine and the UI Hospitals and Clinics, and other duties and special projects as assigned by both the President and Special Assistant to the President (Marilyn Brown). Direct supervision is exercised by the Special Assistant to the President (Marilyn Brown).

Secretary IV/Receptionist [Pat Nissley]

The Secretary IV reports directly to the Special Assistant to the President (Marilyn Brown). The Secretary IV acts as receptionist for the office and is responsible for answering phones, greeting guests, typing correspondence, scheduling President's Conference Room, maintenance and inventory of departmental equipment and supplies; initiating requests for services, supplies and equipment, and other duties as assigned by either the Administrative Assistant I or Special Assistant to the President (Marilyn Brown). Direct supervision is exercised by the Special Assistant to the President (Marilyn Brown).

Secretary IV/Director of University Relations support [Brenda Huebner]

The Secretary IV reports directly to the Special Assistant to the President (Marilyn Brown). The Secretary IV supports and receives work assignments from the Director of University Relations and maintains the Director's calendar and travel, and performs other duties as assigned by the Director and the Special Assistant. The Secretary IV also assists with travel and logistical matters related to on-campus Board of Regents meetings and coordinates travel for UI employees and students attending the Board of Regents meetings held at other Regents institutions. Functional supervision is exercised by the Director of University Relations and administrative supervision is exercised by the Special Assistant to the President (Marilyn Brown).

Computing Consultant I [Lucille Heitman]

The Computing Consultant I reports directly to the Special Assistant to the President (Marilyn Brown). The Computer Consultant I maintains and troubleshoots all office computers, printers and other peripherals, upgrades software and telecommunication needs, assists with maintenance of President's Web page; maintains University Organizational Chart; assists with coordination of records management and archival and other duties as assigned by the Special Assistant. The Computing Consultant also provides assistance to the Special Assistant to the

President (Tom Dean) for coordination of the annual Presidential Lecture and prepares and maintains President's speech lists. Direct supervision is exercised by the Special Assistant to the President (Marilyn Brown).

Graduate Research Assistant – 50% time position [now being filled by Elizabeth Corsun, Graduate Student]

The Research Assistant reports directly to the Special Assistant to the President (Tom Dean). The Research Assistant provides support to the Special Assistant in the drafting of congratulatory letters and other letters of communication as needed; maintains President's speech books and compiles index for same; assists with archival of Presidential speeches; assists with office mailings; and performs research on projects as assigned by the Special Assistant. Direct supervision is exercised by the Special Assistant to the President (Tom Dean).

Appendix 6: President Skorton's Announcement of New Appointments in the Office of the President, September 11, 2003

Message to Vice Presidents Group, Collegiate Deans, Coordination & Planning/Docket Review Group and President's Office Direct Reports:

I am pleased to announce that the Office of the President has added two new P&S positions; that of Administrative Assistant I and Manager, Financial Analyst.

The Administrative Assistant I position will be filled by Dawn Pressler whose reassignment becomes effective September 15. The duties associated with this position will include presidential scheduling and travel. As many of you know, Dawn now holds a similar position in the Office of Vice President for Health Affairs, and will therefore bring with her a wealth of experience in this area.

The Manager, Financial Analyst position will be filled by Mary Schott who currently holds a similar position in the Office of the Vice President for Research. Mary will provide planning and supervision of the fiscal management and human resource functions relevant to the President's Office and all units that report directly to the President, as well as special projects for me. Mary's transfer to our office will become effective on October 1.

One of my goals upon becoming President was the reorganization of the President's Office which has been understaffed for quite some time. These new positions will be most helpful in our efforts to achieve greater effectiveness in our operations. I thank Professor Ed Folsom and his committee that reviewed our office for their support and good counsel.

Dawn and Mary -- welcome aboard!