

**Governing Iowa's public
universities and special schools**

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight Saving School
Lakeside Laboratory Regents Resource Center
Northwest Iowa Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



**BOARD OF
REGENTS**
STATE OF IOWA

Bruce Rastetter, President, *Alden*
Katie Mulholland, President Pro Tem, *Marion*
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Sherry Bates, *Scranton*
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Milt Dakovich, *Waterloo*
Rachael Johnson, *Sioux City*
Larry McKibben, *Marshalltown*
Subhash Sahai, *Webster City*

Robert Donley, Executive Director

To: Dr. Jean Robillard
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: October 8, 2015

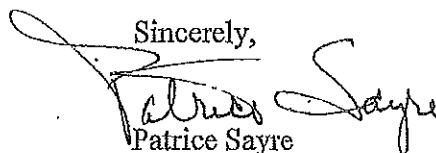
The Board Office has received two invoices with the total amount of \$66,479.52 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Professional Services and Administrative Support Services for the time period through September 30, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 29,915.78
Iowa State University	29,915.78
University of Northern Iowa	<u>6,647.96</u>
Total	\$ 66,479.52

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance.

Sincerely,



Patrice Sayre

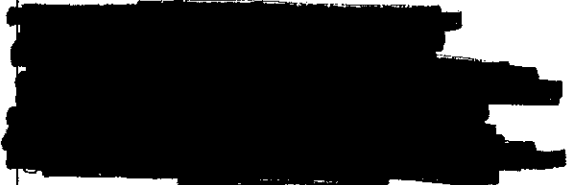
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Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
10/07/15	104		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	95	475.00	45,125.00
JMcCarthy	Professional Services	33	425.00	14,025.00
Quandt	Professional Services	8	350.00	2,800.00
<p>A 1.5% per month late fee shall be assessed to all past due invoices.</p> <p>Please submit your payment via Electronic Funds Transfer (EFT)</p> 				
Professional Services rendered by the Pappas Consulting Group Inc. from September 1 - 30, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$61,950.00
10/8- OK to pay per miles Lackey				
Total				\$61,950.00

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	R.O. Number	Terms	Project
10/07/15	103		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	56.25	75.00	4,218.75
	Conference Call Internal: Pappas, Hughes, Quandt, McCarthy, Schwartz		47.84	47.84
	Telephone/Fax		106.96	106.96
	Conference Call: Pappas, Quandt, Lackey (Aug 3)		11.29	11.29
	Conference Call: Donley, Gonzales, Braun, McCarthy, Pappas (Aug 31)		23.24	23.24
	Conference Call: Quandt, Schwartz, Freeman (Aug 13)		3.41	3.41
	Conference Call Internal: Quandt, Hughes, Pappas (Aug 14)		30.87	30.87
	FedEx Draft Reports for editing 8/27/15		58.56	58.56
	Telephone/Fax		28.60	28.60
Expenses incurred by the Pappas Consulting Group Inc. from September 1 - 30, 2015 in connection with Board of Regents, State of Iowa Review for Academics,			Subtotal	\$4,529.52

10/8 OK to pay per MILES LACKEY
Expenses substantiated by P. SAYRE

Total \$4,529.52

Pappas Consulting Group Inc.
September 1 - 30, 2015

Period:

Consultant	Work Description	Hours
Pappas	Internal Team Meetings; overall project management; report writing and editing; review and refinement provided for all e-Learning and Enrollment Management deliverables; prepare executive summary and review of draft reports; release executive summary and draft reports; review comments provided by TIER representatives further editing of executive summary and reports.	95.00
McCarthy	Internal Team Meetings; Work on Draft e-Learning report; continued edits to Draft e-Learning Report; research and address comments pertaining to enrollment management draft report.	33.00
Quandt	Internal Team Meetings; research and address comments pertaining to enrollment management draft report.	8.00
Schwartz (Administrative)	Internal Team Meetings; continuous upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents prepared by PCG Internal Consultants; support administratively PCG Internal Consultants; overall communication with TIER Representatives at the campuses.	56.25

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Milt Dakovich, *Walepoo*
Rachael Johnson, *Sioux City*
Larry McKibben, *Marshalltown*
Subhash Sahal, *Webster City*

Robert Donley, Executive Director

To: Dr. Jean Robillard
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: September 3, 2015

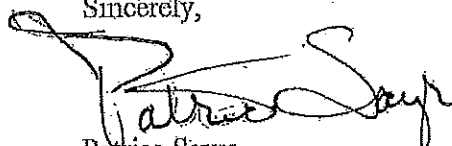
The Board Office has received two invoices with the total amount of \$90,038.42 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Professional Services and Administrative Support Services rendered for the time period through August 31, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 40,517.29
Iowa State University	40,517.29
University of Northern Iowa	<u>9,003.84</u>
Total	\$ 90,038.42

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance..

Sincerely,


Patrice Sayre


css/pappas15g

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
09/02/15	87		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	50	475.00	23,750.00
Hughes	Professional Services	52	475.00	24,700.00
Quandt	Professional Services	78.5	350.00	27,475.00
JMcCarthy	Professional Services	28.25	425.00	12,006.25
<p>A 1.5% per month late fee shall be assessed to all past due invoices.</p> <p>Please submit your payment via Electronic Funds Transfer (EFT)</p> 				
Professional Services rendered by the Pappas Consulting Group Inc. from August 1 - 31, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$87,931.25
9-1-15 OK to pay per Miles Lackey			Total	\$87,931.25

Pappas Consulting Group Inc.
August 1- 31, 2015

Period:


Consultant	Work Description	Hours
Pappas	Internal Team Meetings; overall project management; conference call Quandt and Miles Lackey review Ad Astra reports; report writing and editing; review and refinement provided for all e-Learning and Enrollment Management deliverables; contact with TIER representatives and Board Office; preparation for Regents conference call.	31.00
Hughes	Internal Team Meetings; Work on Draft Enrollment Management report and frame ROI analysis, data verification, IR function review SUI examples; redesign and reformat ROI analysis; continued edits and coordination with Quandt on Draft Enrollment Management report.	52.00
McCarthy	Internal Team Meetings; Work on Draft e-Learning report; continued edits to Draft e-Learning Report; phone call with Steve Freeman, ISU; preparation for Regents conference call.	28.25
Quandt	Internal Team Meetings; conference call Pappas and Miles Lackey review Ad Astra reports; Developed an assessment of each public university based upon the report findings and additional website research; Developed preliminary recommendations within the draft enrollment management report; Developed a preliminary peer median retention and graduation rate chart; Modified the structure of the peer median retention and graduation rate chart; Researched and appended information regarding Iowa Community College articulation agreements to the draft enrollment management report; Updated the recommendations and return on investment sections within the draft report; Developed references for each of the factors noted within the assessment section of the draft enrollment management report; Developed a summary overview for each public university within the assessment section of the draft enrollment management report; Conference calls with Diana Gonzalez in the Iowa Board of Regents Office to review and clarify additional information requirements; Conference call with Steven Freeman and Christine Schwartz to discuss additional ISU information requirements; Developed an enrollment management profile and Best Practices Overview information for each of the three campuses; Reviewed, validated and updated the headcount totals within the profile charts for each public university; Conference call with Christine Schwartz to review and discuss specific source information within the draft enrollment management report; Revised the estimated ROI calculations and updated all associated schedules based upon the net tuition/fee pricing data provided by the Iowa Board of Regents office.	78.50
Schwartz (Administrative)	Internal Team Meetings; continue to upload documents shared by three campuses pertaining to e-Learning and Enrollment Management; continuous upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents prepared by PCG Internal Consultants; support administratively PCG Internal Consultants; overall communication with TIER Representatives at the campuses	26.75

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
09/02/15	88		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	26.75	75.00	2,006.25
	Telephone/Fax		42.00	42.00
	FedEx Iowa Draft Reports (July 30, 2015)		58.92	58.92
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				
Expenses incurred by the Pappas Consulting Group Inc. from August 1-31, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$2,107.17
9-1-15 OK to pay per Miles Lackey				
Travel expenses substantiated by P. Sayre			Total	\$2,107.17

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Milt Dakovich, *Waterloo*
Rachael Johnson, *Sloux City*
Larry McKibben, *Marshalltown*
Subhash Sahai, *Webster City*

Robert Donley, Executive Director

To: Dr. Jean Robillard
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: August 28, 2015

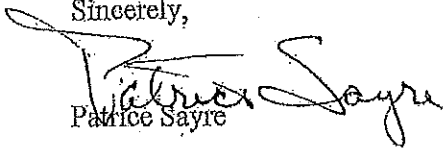
The Board Office has received two invoices with the total amount of \$104,003.18 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Professional Services and Administrative Support Services rendered for the time period through July 31, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 46,801.43
Iowa State University	46,801.43
University of Northern Iowa	<u>10,400.32</u>
Total	\$104,003.18

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance.

Sincerely,


Patrice Sayre

css/pappas15f

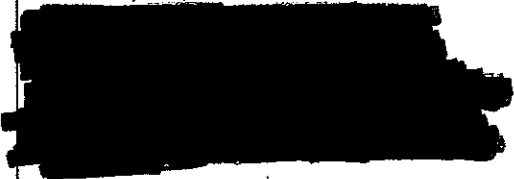
Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Invoice

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
08/04/15	85		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	34.5	475.00	16,387.50
Gardner	Professional Services	2	250.00	500.00
Quandt	Professional Services	128	350.00	44,800.00
Bellows	Professional Services	8	350.00	2,800.00
Hughes	Professional Services	36	475.00	17,100.00
JMcCarthy	Professional Services	48	425.00	20,400.00
<p>A 1.5% per month late fee shall be assessed to all past due invoices.</p> <p>Please submit your payment via Electronic Funds Transfer (EFT)</p> 				
Professional Services rendered by the Pappas Consulting Group Inc. from July 4-31, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$101,987.50
<p>✓ 28 - OK to pay per MILES LACKEY</p>			Total	\$101,987.50

Pappas Consulting Group Inc.
July 4 - 31, 2015

Period:

Consultant	Work Description	Hours
Pappas	Internal Team Meetings: overall project management; review and refinement provided for all e-Learning and Enrollment Management deliverables; review Ad Astra information from each campus and conference calls with Miles Lackey to discuss information shared.	34.50
Hughes	Internal Team Meetings: telecons with McCarthy to prepare response to Ron Cox regarding data for Case Study; Review/audit Enrollment Management Draft and ISU ELO analysis; set up Enrollment Management profiles and analytic framework; develop and refine framework; ASU data discussion and review of IBDR data sheets; develop Enrollment Management best practices and assessment outline.	35.00
McCarthy	Internal Team Meetings: telecons with Hughes to discuss response to Ron Cox regarding data for Case Study; review distance education finances; review Ad Astra Information, e-Learning planning and finances; develop and refine draft e-Learning report; develop and release memo to 3 campuses for additional information; telecons to discuss additional information request with UNI and University of Iowa.	48.00
Quandt	Internal Team Meetings: Developed a follow-up draft enrollment management question set predicated on the recently conducted on-site campus interviews; Researched and developed follow-up draft enrollment management questions regarding financial aid; Researched and developed comparative enrollment management and financial aid data schedules for the peer institutions associated with the University of Iowa and Iowa State University; Researched and developed comparative enrollment management and financial aid data schedules for the peer institutions associated with the University of Northern Iowa; Conducted basic research regarding Iowa high school seniors, admission practices, undergraduate cost structures, scholarship policies and student loan indebtedness/default rates for the three Iowa public institutions; Conducted additional enrollment management related budgetary research specific to Iowa State University; Developed a comparative assessment of enrollment management data between the three Iowa public institutions and their peers; Developed a draft response to an ISU data clarification email request; Developed a draft Iowa enrollment management report framework and appended preliminary section information; Updated the draft Iowa enrollment management report with additional preliminary section information; Developed an overview of the project in conjunction with an agenda for a follow-up conference call with project team members; Conducted additional research relative to Iowa higher education trends and statistical patterns; Developed peer ranking comparison charts for the University of Iowa, Iowa State University and the University of Northern Iowa; Developed a Unique Attributes Impacting Higher Education report section and appended various supporting charts; Updated the draft Iowa enrollment management report with the additional information developed; Developed an additional information request to the Iowa Board of Regents offices; Developed additions and modifications to the draft Iowa enrollment management report based upon the conference call; Conducted additional enrollment management related best practices research; Developed an Iowa Public Institution performance metrics chart for AY 2013-14; Conducted additional best practice research specific to graduation and retention rates and updated the draft Iowa enrollment management report with the information; Developed and appended additional higher education trend data to the draft Iowa enrollment management report; Developed enrollment management related cost structure data for the University of Iowa, Iowa State University and the University of Northern Iowa; Developed and appended additional Iowa higher education attribute information for yield rates, retention rates and graduation rates to the draft Iowa enrollment management report; Appended additional best practice information within the draft Iowa enrollment management report; Developed an enrollment management cost structure comparison spreadsheet; Developed an enrollment management cost structure comparison section within the draft Iowa enrollment management report; Researched and developed a SYP credit hour chart and appended it to the draft Iowa enrollment management report.	128.00
Gardner	Internal Team Meetings: additional research pertaining to IPEDS documentation.	2.00
Ballows	Internal Team Meetings: review interview notes and prepare summary from the July campus visit and shared with PCG team; prepare financial aid charts.	8.00
Schwartz (Administrative)	Internal Team Meetings: continue to upload documents shared by three campuses pertaining to e-Learning and Enrollment Management; continuous upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents prepared by PCG Internal Consultants; support administratively PCG Internal Consultants; overall communication with TIER Representatives at the campuses.	22.75

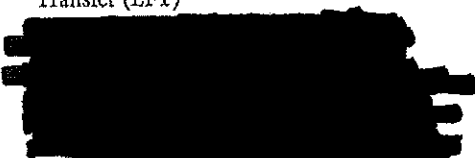
Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
08/04/15	86		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	23.75	75.00	1,781.25
	Conference Call: Pappas, McCarthy, Lackey, Mulholland June 24, 2015		16.25	16.25
	Conference Call Internal: Hughes, Cox, Relnts June 26, 2015		6.76	6.76
	Conference Call: Schwartz, Quandt, Bellows June 12, 2015		14.23	14.23
	Telephone/Fax		35.71	35.71
	FedEx Iowa TOO Salary Information from all 3 campuses		100.74	100.74
	FedEx Iowa EM On-site schedule/relevant material		60.74	60.74
	Park Limo (July 2, 2015) airport/home Pappas		89.50	89.50
	<i>Duplicate - paid on Inv. #75</i>			
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				

Expenses incurred by the Pappas Consulting Group Inc. from July 4-31, 2015 in connection with Board of Regents, State of Iowa Review for Academics.

Subtotal	\$2,105.18
Total	\$2,105.18

8/28 OK to pay per M. Lackey

Travel Expenses reconciled by R. SAYRE

< 89.50 >
\$ 2015.68

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Milt Dakovich, *Waterloo*
Rachael Johnson, *Sioux City*
Larry McKibben, *Marshalltown*
Subhash Sahal, *Webster City*

Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

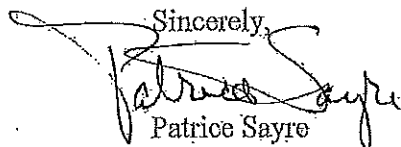
Date: July 29, 2015

The Board Office has received two invoices with the total amount of \$131,050.94 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Professional Services and Administrative Support Services and Travel for the time period through June 30, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 58,972.92
Iowa State University	58,972.92
University of Northern Iowa	<u>13,105.10</u>
Total	\$131,050.94

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance.

Sincerely,

Patrice Sayre

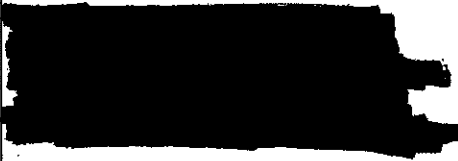
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Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
07/07/15	74		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	95	475.00	45,125.00
Gardner	Professional Services	32	250.00	8,000.00
Hughes	Professional Services	6	475.00	2,850.00
JMcCarthy	Professional Services	62	425.00	26,350.00
Quandt	Professional Services	54	350.00	18,900.00
Bellows	Professional Services	53	350.00	18,550.00
<p>A 1.5% per month late fee shall be assessed to all past due invoices.</p> <p>Please submit your payment via Electronic Funds Transfer (EFT)</p> 				

Professional Services rendered by the Pappas Consulting Group Inc. from June 1-July 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.

Subtotal \$119,775.00

Total \$119,775.00

7/24 - OK to PAY - MILES LACKEY

Pappas Consulting Group Inc.
June 1 - July 3, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meetings; overall review and refinement provided for all e-Learning and Enrollment Management deliverables; edit IPEDS documentation to discuss with appropriate campus Provost during on site visit; review of requested documentation from each of the 3 campuses pertaining to the on site visit in June/July for Enrollment Management; conducted on site meetings at all 3 campuses.	95.00
Hughes	Internal Team Meetings; analyzed cost allocation issues raised by McCarty concerning RMM; prepare background material and telcon with Ron Cox.	6.00
McCarthy	Internal Team Meetings; document review, communication, and planning for e-Learning; discuss and review cost allocation concerning RMM with Hughes; conducted on site meetings at all 3 campuses.	62.00
Quandt	Internal Team Meetings; developed individualized campus question guides and proposed meeting schedule in conjunction with Pappas and Bellows for the June/July campus meetings pertaining to Enrollment Management as well as conducted on site meetings at all 3 campuses.	54.00
Gardner	Internal Team Meetings; research and prepared IPEDS documentation.	32.00
Bellows	Internal Team Meetings; developed individualized campus question guides and proposed meeting schedule in conjunction with Pappas and Quandt for the June/July campus meetings pertaining to Enrollment Management as well as conducted on site meetings at all 3 campuses.	53.00
Schwartz (Administrative)	Internal Team Meetings; upload documents shared by three campuses pertaining to e-Learnig and Enrollment Management; continuous upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents and shared with PCG Team; organize and finalize June/July Enrollment Management Visit; support administratively PCG Internal Consultants; overall communication with TIER Representatives at the campuses.	50.00

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Invoice

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall , Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
07/07/15	75		Net 30	

Item	Description	Quantity	Rate	Amount
Administrative	Administrative Support Services	50	75.00	3,750.00
	Iowa Conference Call May 12, 2015 (Lackey, McCarthy, Mulholland)		8.13	8.13
	Iowa Conference Call May 15, 2015 (Lackey, McCarthy, Schwartz, Shaver)		15.50	15.50
	Iowa Conference Call May 5, 2015 (Pappas, Hughes, Schwartz, Quandt)		27.26	27.26
	Iowa Conference Call May 5, 2015 (Pappas, Lackey "Shaver No Show")		5.79	5.79
	Iowa Conference Call May 26, 2015 (Lackey, McCarthy, Mulholland)		13.26	13.26
	Telephone/Fax		42.00	42.00
	Iowa Des Moines Hotel June 9 - 11, 2015		468.16	468.16
	Iowa Coralville June 11-12, 2015		155.68	155.68
	Iowa Gas		20.00	20.00
	Meal Dinner June 12, 2015		13.51	13.51
	Iowa Des Moines June 12-13, 2015 Hotel		122.08	122.08
	Iowa Hertz Car Rental June 9-13, 2015		588.87	588.87
	Iowa Airport Parking Providence		115.00	115.00
	Iowa R/T June 9-13, 2015		778.20	778.20
	Iowa R/T Airfare Agent Fee		40.00	40.00
	Iowa R/T Economy Comfort Fee		116.00	116.00
Expenses incurred by the Pappas Consulting Group Inc. from June 1-July 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.				

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
07/07/15	75		Net 30	

Item	Description	Quantity	Rate	Amount
	Iowa Airport Wifi fee		4.95	4.95
	Taxi Airport - Des Moines Hotel Quandt		53.00	53.00
	Parking Fee June 29, 2015 University of Iowa Quandt		18.00	18.00
	Parking Fee June 30, 2015 University of Iowa Quandt		9.60	9.60
	Iowa July 1, 2015 Gas		34.67	34.67
	Airport Parking Fee June 28 - July 2, 2015 Quandt		114.02	114.02
	Hotel June 29-30, 2015 Quandt		164.58	164.58
	Hotel June 28-29, 2015 Quandt		124.83	124.83
	Hotel June 30-July 1, 2015 Quandt		178.08	178.08
	Hotel July 1-2, 2015 Quandt		158.20	158.20
	Airport Mileage R/T		31.05	31.05
	Airfare Delta June 28-July 2, 2015 Quandt		486.20	486.20
	Meal July 1, 2015 Quandt		6.70	6.70
	Meal Hilton Garden July 1 2015 Quandt		12.15	12.15
	Meal June 30, 2015 Quandt		7.12	7.12
	Vesta June 29 Dinner Pappas/Quandt/Bellows		71.02	71.02
	Subway July 1 Lunch Pappas		6.69	6.69
	SSP America July 2 Lunch Pappas/Quandt/Bellows		33.46	33.46
	Subway June 30 Lunch Pappas		6.42	6.42
	Delta Airfare June 28-July 2, 2015 Pappas		497.20	497.20
	Hotel Iowa City June 29-30 Pappas		172.22	172.22
	Hotel Des Moines June 28-29 Pappas		186.62	186.62

Expenses incurred by the Pappas Consulting Group Inc. from June 1-July 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.

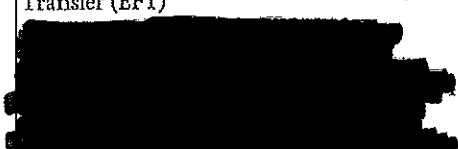
Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
07/07/15	75		Net 30	

Item	Description	Quantity	Rate	Amount
	Hotel Cedar Falls June 30-July 1 Pappas		291.58	291.58
	Hotel Ames July 1-2 Pappas		262.88	262.88
	Taxi Airport - Home July 2 Pappas		89.50	89.50
	Taxi Home - Airport June 28 Pappas		89.50	89.50
	Hertz Car Rental Pappas		323.26	323.26
	Iowa Per Diem Meals		96.00	96.00
	Iowa Hotel July 1-2, 2015 Ames Bellows		144.48	144.48
	Iowa Airfare R/T June 28 - July 2, 2015 Bellows		758.20	758.20
	Iowa Hotel June 30-July 1, 2015 Cedar Falls Bellows		178.08	178.08
	Iowa Hotel June 29-30, 2015 Coralville Bellows		155.68	155.68
	Iowa Hotel June 28-29, 2015 Des Moines Bellows		122.08	122.08
	Iowa Taxi Airport to Hotel Des Moines Bellows		51.98	51.98
	Iowa Mileage R/T Home to Airport Bellows		56.50	56.50
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				
Expenses incurred by the Pappas Consulting Group Inc. from June 1-July 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$11,275.94
7/24 - OK to Pay - MILES LACKEY				
Travel Receipts substantiated - J. SAYRE				
Page 3 of 3			Total	\$11,275.94

**Governing Iowa's public
universities and special schools**

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight-Saving School
Lakeside Laboratory Regents Resource Center
Northwest Iowa Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



**BOARD OF
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STATE OF IOWA**

Bruce Rasletter, President, *Alden*
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Milt Dakovich, *Waterloo*
Rachael Johnson, *Sioux City*
Larry McKibben, *Marshalltown*
Subhash Sahai, *Webster City*

Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: June 23, 2015

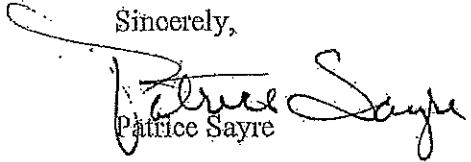
The Board Office has received two invoices with the total amount of \$35,204.75 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Professional Services and Administrative Support Services rendered for the time period through May 31, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 15,842.14
Iowa State University	15,842.14
University of Northern Iowa	<u>3,520.47</u>
Total	\$ 35,204.75

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance.

Sincerely,


Patrice Sayre


css/pappas15e

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
06/10/15	68		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	30	475.00	14,250.00
Quandt	Professional Services	5	350.00	1,750.00
Hughes	Professional Services	5	475.00	2,375.00
JMcCarthy	Professional Services	34	425.00	14,450.00
<p>A 1.5% per month late fee shall be assessed to all past due invoices.</p> <p>Please submit your payment via Electronic Funds Transfer (EFT)</p> 				
Professional Services rendered by the Pappas Consulting Group Inc. from May 2 - May 31, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$32,825.00
6/23/15 OK to Pay per Miles Lackey			Total	\$32,825.00


Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
06/10/15	69		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	29.75	75.00	2,231.25
	Telephone/Fax		40.00	40.00
	FedEx Iowa e-Learning Material to McCarthy		21.03	21.03
	Conference Call: Pappas, McCarthy, Lackey, Mulholland April 15, 2015		9.18	9.18
	Conference Call: Pappas, McCarthy, Lackey, Mulholland April 27, 2015		16.87	16.87
	University of Iowa Report Scan and Duplication		61.42	61.42
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				

Expenses incurred by the Pappas Consulting Group Inc. from May 2 - May 31, 2015 in
connection with Board of Regents, State of Iowa Review for Academics.

Subtotal \$2,379.75

Total \$2,379.75

6/23/15 OK to Pay per
Miles Lackey

Period: Pappas Consulting Group Inc.
May 2 - May 31, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meetings; overall review and refinement provided for all e-Learning June visit documentation deliverables; preparation of IPEDS documentation and internal call with consultant to discuss expectation of final draft document; review and refinement of draft conceptual document denoting information that should be requested from each of the 3 campuses pertaining to upcoming on site visit in June/July for Enrollment Management.	30.00
Hughes	Internal Team Meetings; review and provide comments on draft material and review material to discuss next steps pertaining to e-Learning; Review all of the e-Learning materials in Section 2.3, which include the databases for all e-learning courses at Northern Iowa to evaluate if they would meet our needs as a template for the other campuses; Series of e-mails and telecons to discuss the kinds of information required to acquire during on-site visit.	5.00
McCarthy	Internal Team Meetings; conference calls with TIER Representatives Miles Lackey and Katie Mulloholand and Shaver from Ad Astra; document review, communication, and planning for e-Learning; Ad Astra outline summary paper prepared and shared with Pappas Group team; prepare draft letters outlining visit and expectations and proposed itinerary for June on-site visit; various scanning and reading of material as well shared in Dropbox; draft institutional profiles and review Ad Astra data and dashboard.	34.00
Quandt	Internal Team Meetings; developed draft conceptual document denoting information that should be requested from each of the 3 campuses pertaining to upcoming on site visit in June/July for Enrollment Management.	5.00
Schwartz (Administrative)	Internal Team Meetings; upload documents shared by three campuses; audit table of organizations from each campus pertaining to Enrollment Management; continuous upkeep of Working Papers system and ddropbox; proofing and formatting of various deliverable documents and shared with PCG Team; organize and finalize June e-Learning Visit; support administratively PCG Internal Consultants; overall communication with TIER Representatives at the campuses.	29.75

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Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



**BOARD OF
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Patricia Cownie, *Des Moines*
Milt Dakovich, *Waterloo*
Rachael Johnson, *Sioux City*
Larry McKibben, *Marshalltown*
Subhash Sahai, *Webster City*

Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: May 18, 2015

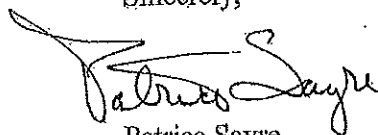
The Board Office has received two invoices with the total amount of \$95,351.33 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study -- Review of Academics. The Invoice covers Professional Services and Administrative Support Services rendered for the time period through May 1, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 42,908.10
Iowa State University	42,908.10
University of Northern Iowa	<u>9,535.13</u>
Total	\$ 95,351.33

ISU please transfer the money into the proper account. SUI and UNI Please make you check payable to Iowa State University and send to the attention of Kathy Dobbs, Controller, 3607 ASR Room 1635, Ames Iowa 50011-3607.

Thank you for your assistance.

Sincerely,


Patrice Sayre

css/pappas15d

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
05/05/15	60		Net 30	

Item	Description	Quantity	Rate	Amount
Pappas	Professional Services	84	475.00	39,900.00
JMcCarthy	Professional Services	64.25	425.00	27,306.25
Bellows	Professional Services	16	350.00	5,600.00
Quandt	Professional Services	16	350.00	5,600.00
Hughes	Professional Services	16	475.00	7,600.00

A 1.5% per month late fee shall be assessed to all past due invoices.

Please submit your payment via Electronic Funds Transfer (EFT)



Professional Services rendered by the Pappas Consulting Group Inc. from April 4 - May 1, 2015 in connection with Board of Regents, State of Iowa Review for Academics.

Subtotal \$86,006.25

Total \$86,006.25

OK to Pay per Miles Lackey
4/5/45/10

Pappas Consulting Group Inc.
Period: April 4 - May 1, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meetings; Prepare for April 7-10 On-Site Visits; Refine and release Enrollment Management and e-Learning Summary Overview documents; On-Site visit BOR and three campuses; Conference call and various communication with TIER Representatives Miles Lackey and Katie Mulloholand.	84.00
Hughes	Internal Team Meetings; review and provide comments on draft material and review material to discuss next steps.	16.00
McCarthy	Internal Team Meetings; Assist Dr. Pappas in refining and releasing Enrollment Management and e-Learning Summary Overview documents; Prepare for April 7-10 On-Site Visits; On-Site visit BOR and three campuses; Conference call and various communication with TIER Representatives Miles Lackey and Katie Mulloholand.	64.25
Quandt	Internal Team Meetings; research and analysis to further support and refine Enrollment Management.	16.00
Bellows	Internal Team Meetings; research and analysis to further support and refine Enrollment Management.	16.00
Schwartz (Administrative)	Internal Team Meetings; upload documents shared by three campuses; Upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents and shared with PCG Team; organize and finalize Team April 7-10 Visits; support administratively PCG Internal Consultants; communication with TIER Representatives at the campuses.	57.85

See Invoice # 61


Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
05/05/15	61		Net 30	

Item	Description	Quantity	Rate	Amount
	Hilton Garden April 9-10 Ames, IA McCarthy		144.48	144.48
	Meal Detroit Airport layover McCarthy		13.13	13.13
	Delta April 7-10 McCarthy		707.20	707.20
	Delta April 7-10 Baggage Fee McCarthy		25.00	25.00
	T.F. Green Airport Parking Receipt McCarthy		96.00	96.00
	Delta April 7-10 Baggage Fee McCarthy		25.00	25.00
	Mileage R/T Home/Airport McCarthy		86.25	86.25
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				
Expenses incurred by the Pappas Consulting Group Inc. from April 4 - May 1, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$9,345.08

OK to PAY per miles Lackey
Travel expenses reviewed by SAYRE
45/45/10

Total \$9,345.08

Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
05/05/15	61		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	57.85	75.00	4,338.75
	Iowa Conference Call March 18, 2015 (Mark and Miles)		19.81	19.81
	Iowa Conference Call March 30, 2015 (Katie and Miles)		15.95	15.95
	Iowa FedEx April Visit Material		59.85	59.85
	Telephone/Fax		40.00	40.00
	Kum & Co April 10 Pappas		12.54	12.54
	Vesta April 8 Pappas and McCarthy		63.12	63.12
	River Room April 8 Pappas		6.30	6.30
	Bennigan's Grill April 8 Pappas		13.07	13.07
	Bennigan's Grill April 7 Pappas and McCarthy		27.72	27.72
	Airfare Delta April 7 - 10 Pappas		2,167.20	2,167.20
	Marriott Coralville, IA April 8-9 Pappas		206.52	206.52
	Holiday Inn Des Moines, IA April 7-8 Pappas		141.18	141.18
	Hilton Garden Ames, IA April 9-10 Pappas		208.36	208.36
	Hertz April 7 - 10 Pappas		366.70	366.70
	Parking Union Fee Pappas		6.70	6.70
	Gas Pappas		10.00	10.00
	Park Limo - April 7 Home to Airport Pappas		89.50	89.50
	Park Limo - April 10 Airport to Home Pappas		89.50	89.50
	Holiday Inn April 7-8 Des Moines, IA McCarthy		156.78	156.78
	Marriott April 8-9 Coralville, IA McCarthy		208.47	208.47
Expenses incurred by the Pappas Consulting Group Inc. from April 4 - May 1, 2015 in connection with Board of Regents, State of Iowa Review for Academics.				
				Total

Sent electronically

**Governing Iowa's public
universities and special schools**

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight Saving School
Lakeside Laboratory Regents Resource Center
Northwest Iowa Regents Resource Center
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**BOARD OF
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Ruth R. Harkin, *Cumming*
Larry E. McKibben, *Marshalltown*
Subhash C. Sahai, *Webster City*
Hannah M. Walsh, *Spirit Lake*
Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

Date: April 10, 2015

The Board Office has received an invoice in the amount of \$1,500.00 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers Administrative Support Services rendered for the time period through February 28, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 675.00
Iowa State University	675.00
University of Northern Iowa	<u>150.00</u>
Total	\$ 1,500.00

Please make your check payable to Pappas Consulting Group, Inc. and send to the attention of Chris Schnell in our office. Thank you for your assistance.

Sincerely,

Patrice Sayre

css/pappas15b


Invoice

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Bill To

Miles Lackey, Iowa State University
Associate Vice President/Chief of Staff
1750 Beardshear Hall
Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
03/19/15	36			

Item	Description	Quantity	Rate	Amount
	Administrative Support Services Work description appended to Professional Fee Invoice A 1.5% per month late fee shall be assessed to all past due invoices. Please submit your payment via Electronic Funds Transfer (EFT) 	20	75.00	1,500.00

Expenses incurred by the Pappas Consulting Group Inc. from February 17 - February 28, 2015 in connection with Board of Regents, State of Iowa Review for Academics.

Subtotal	\$1,500.00
Total	\$1,500.00

OK to pay per Miles Lackey -

Patrice Sayre

Pappas Consulting Group Inc.

Board of Regents, State of Iowa
Efficiency and Transformation Review for Academics

Work Description
Professional and Administrative Fees

Period: February 17 - February 28, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meeting; Review documents shared by BOR office; Review and edit Draft detailed work plan; Review and edit Draft working papers numbering system; Review Enrollment Management and e-Learning Summary Overview documents	18.0
Hughes	Internal Team Meeting; Review documents shared by BOR office; Draft detailed work plan; Draft working papers numbering system	6.0
McCarthy	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft e-Learning Summary Overview document	17.3
Quandt	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft Enrollment Management Summary Overview document	6.0
Bellows	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft Enrollment Management Summary Overview document	6.0
Schwartz (Administrative)	Internal Team Meeting; upload documents shared by BOR office; Finalize and create Working Papers system and dropbox; proofing and formatting of various deliverable documents and shared with PCG Team	20.0

Invoice # 316

sent electronically

**Governing Iowa's public
universities and special schools**

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Braille and Sight Saving School
Lakeside Laboratory Regents Resource Center
Northwest Iowa Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



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Robert N. Downer, *Iowa City*
Ruth R. Harkin, *Cumming*
Larry E. McKibben, *Marshalltown*
Subhash C. Sahai, *Webster City*
Hannah M. Walsh, *Spirit Lake*
Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

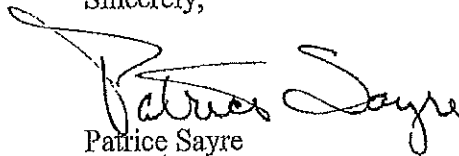
Date: April 10, 2015

The Board Office has received two invoices with the total amount of \$48,231.25 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study -- Review of Academics. The Invoice covers Professional Services and Administrative Support Services rendered for the time period through April 3, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 21,704.06
Iowa State University	21,704.06
University of Northern Iowa	<u>4,823.13</u>
Total	\$ 48,231.25

Please make your check payable to Pappas Consulting Group, Inc. and send to the attention of Chris Schnell in our office. Thank you for your assistance.

Sincerely,


Patrice Sayre


css/pappas15c

Pappas Consulting Group Inc.
 117 Island Cove Way
 Palm Beach Gardens, FL 33418

Invoice

Bill To:
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
04/07/15	48		Net 30	

Item	Description	Quantity	Rate	Amount
	Professional Services-Pappas	52.25	475.00	24,818.75
	Professional Services-McCarthy	19.25	425.00	8,181.25
	Professional Services-Hughes	2	475.00	950.00
	Professional Services-Quandt	19.5	350.00	6,825.00
	Professional Services-Bellows	10	350.00	3,500.00
	A 1.5% per month late fee shall be assessed to all past due invoices.			
	Please submit your payment via Electronic Funds Transfer (EFT)			
				
Professional Services rendered by the Pappas Consulting Group Inc. from March 1 - April 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$44,275.00
			Total	\$44,275.00

OK to bill universities - JS
 JLR 4/5/10

Pappas Consulting Group Inc.
Period: March 1 - April 3, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meetings; Refine, edit and prepare Enrollment Management and e-Learning Summary Overview documents; create Memorandum for the BOR and Campuses in preparation for April 7-10 Visits; Conference call and various communication with TIER Representative Miles Lackey and Katie Mulloholand.	52.25
Hughes	Internal Team Meetings; review and provide comments on draft material.	2.00
McCarthy	Internal Team Meetings; Assist Dr. Pappas in refining, editing and preparing Enrollment Management and e-Learning Summary Overview documents; assist to create Memorandum for the BOR and Campuses in preparation for April 7-10 Visits.	19.25
Quandt	Internal Team Meetings; research to further refine Enrollment Management Summary Overview document.	19.50
Bellows	Internal Team Meetings; research to further refine Enrollment Management Summary Overview document	10.00
Schwartz (Administrative)	Internal Team Meetings; upload documents shared by BOR office; Upkeep of Working Papers system and dropbox; proofing and formatting of various deliverable documents and shared with PCG Team; organize Team April 7-10 Visits; communication with TIER Representatives at the BOR and campuses.	52.75

Pappas Consulting Group Inc.
117 Island Cove Way
Palm Beach Gardens, FL 33418

Invoice

Bill To:
Miles Lackey, Iowa State University Associate Vice President/Chief of Staff 1750 Beardshear Hall Ames, IA 50011-2035

Date	Invoice No.	P.O. Number	Terms	Project
04/07/15	49		Net 30	

Item	Description	Quantity	Rate	Amount
	Administrative Support Services	52.75	75.00	3,956.25
Expenses incurred by the Pappas Consulting Group Inc. from March 1 - April 3, 2015 in connection with Board of Regents, State of Iowa Review for Academics.			Subtotal	\$3,956.25

OK to bill universities
JLR 4/5/45/10

Total	\$3,956.25
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universities and special schools*

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Iowa Braille and Sight Saving School
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Northwest Iowa Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



**BOARD OF
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STATE OF IOWA

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Milt J. Dakovich, *Waterloo*
Robert N. Downer, *Iowa City*
Ruth R. Harkin, *Cumming*
Larry E. McKibben, *Marshalltown*
Subhash C. Sahai, *Webster City*
Hannah M. Walsh, *Spirit Lake*

Robert Donley, Executive Director

To: Sally Mason
Steven Leath
William Ruud

From: Patrice Sayre

Subject: Pappas Consulting Group, Inc.

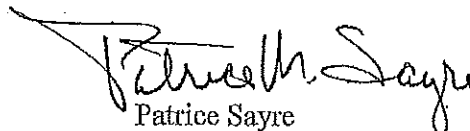
Date: April 6, 2015

The Board Office has received an invoice in the amount of \$22,952.50 from Pappas Consulting Group, Inc., Tax ID #06-1346582, in regard to the TIER Study – Review of Academics. The Invoice covers professional services rendered for the time period through February 28, 2015. Following are the amounts due to Pappas Consulting Group by each of your Universities:

University of Iowa	\$ 10,328.63
Iowa State University	10,328.63
University of Northern Iowa	<u>2,295.24</u>
Total	\$ 22,952.50

Please make your check payable to Pappas Consulting Group, Inc. and send to the attention of Chris Schnell at our office. Thank you for your assistance.

Sincerely,


Patrice Sayre

css/pappas15a

Pappas Consulting Group Inc.

Board of Regents, State of Iowa
Efficiency and Transformation Review for Academics

Work Description
Professional and Administrative Fees

Period: February 17 - February 28, 2015

Consultant	Work Description	Hours
Pappas	Internal Team Meeting; Review documents shared by BOR office; Review and edit Draft detailed work plan; Review and edit Draft working papers numbering system; Review Enrollment Management and e-Learning Summary Overview documents	18.0
Hughes	Internal Team Meeting; Review documents shared by BOR office; Draft detailed work plan; Draft working papers numbering system	6.0
McCarthy	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft e-Learning Summary Overview document	17.3
Quandt	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft Enrollment Management Summary Overview document	6.0
Bellows	Internal Team Meeting; Review documents shared by BOR office; Review Draft detailed work plan; Draft Enrollment Management Summary Overview document	6.0
Schwartz (Administrative)	Internal Team Meeting; upload documents shared by BOR office; Finalize and create Working Papers system and dropbox; proofing and formatting of various deliverable documents and shared with PCG Team	-20.0

Invoice # 35