

10-11-1993

University of Northern Iowa Faculty Senate Meeting Minutes, October 11, 1993

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FACULTY SENATE
OCTOBER 11, 1993
1466

ANNOUNCEMENTS

1. Introduction of Guests.
2. Remarks from Provost Marlin (see Appendix A).
3. Announcements by Chair (see Appendix B and C).
4. Awarding of emeritus status to Margaret Weiser, Professor of Education.

CALENDAR

5. Request for Consultative Session with Roger Sell, Director, Center for the Enhancement of Teaching.

Motion was made to authorize a consultative session with Roger Sell at the next Faculty Senate meeting, October 25th. Motion carried.

DOCKET

6. Report from Pat Geadelmann, Director of Government Relations, on Legislative Priorities (see Appendix D).
7. Consultative Session with Vice President Follon and Clark Elmer, Director of Enrollment Management and Admissions, on Enrollment Management (see Appendix E and F).

The Faculty Senate was called to order at 3:30 p.m. in the Board Room of Gilchrist Hall, by Chairperson Lounsberry.

Present: Edward Amend, Diane Baum, Leander Brown, John Butler, Phyllis Conklin, Kay Davis, Sherry Gable, Ken DeNault, Reginald Green, Clifford Highnam, Randall Krieg, Barbara Lounsberry, Kate Martin, Erwin Richter, Ron Roberts, Surendar Yadava, Myra Boots (ex-officio)

Alternates: Carl Bollwinkel/Roger Kueter, Ernest Raiklin/Mahmood Yousefi

Absent: Dean Primrose

ANNOUNCEMENTS

1. The Chair called for introduction of guests, at which time Lance Vernstrom from the Northern Iowan identified himself.
2. Remarks from Provost Marlin.

Provost Marlin distributed a memorandum from the Committee on Academic Program Review dated October 7, 1993, regarding the academic program review of the Department of the Military Science, as was requested in a motion passed by the Faculty Senate at the September 13 meeting (see Appendix A). The review will be conducted during the next academic year (1994-1995). As indicated in the memo the approach will be similar to all academic reviews. She directed senators to the committee's comments in 4a and 4b.

Provost Marlin stated that as part of Homecoming, last Friday a Scholarship Luncheon was held in which benefactors and recipients of

UNI scholarships met. She stated benefactors met and talked with recipients of their scholarships and this was a wonderful event for both.

She stated that she also attended a meeting of the Alumni Board and expressed gratitude and pride in the support and advocacy for UNI programs by alumni.

In conclusion, Provost Marlin announced that the Board of Regents meeting will be held at UNI Wednesday, October 20, beginning at 9 a.m. in Maucker Union Expansion. She indicated topics of particular interest will be the proposed 5.3% tuition increase, with a final decision to be made regarding next year's tuition and fees, at the meeting, and the policy on Sexually Explicit Materials. She encouraged Senate attendance at this meeting.

3. Myra Boots announced there would be a Faculty-to-Faculty Exchange sponsored by the Faculty Senate, UNI Faculty, and United Faculty at the UNI Art Gallery Friday, November 19 from 3:30 to 5 p.m. She strongly urged everyone to attend, view the Art show and take this opportunity to visit with other faculty on campus. Chair Lounsberry stated this faculty-to-faculty exchange will provide an excellent "listening post" for senators to hear concerns and ideas of fellow faculty members.

Myra Boots also reminded Senators and faculty that Governor Branstad would be coming to UNI to address the faculty on Monday, November 15, from 3:30 to 4:30 p.m. She made note of the starting time of 3:30 to allow for faculty attendance from Price Lab faculty.

Chair Lounsberry indicated the 1993 Annual Report from the Military Science Liaison and Advisory Committee would be attached to this set of Faculty Senate minutes. (See Appendix B.)

Chair Lounsberry announced she and Myra Boots had initiated a "Faculty Forum" column for the Northern Iowan with the topic being "Computing Resources at UNI a Great Opportunity" (see Appendix C). She stated this was an excellent vehicle for faculty to share their thoughts, and encouraged those who wished to contribute columns to please do so.

Chair Lounsberry also stated that once again U.S. News and World Report has named UNI as one of the "best buys" in education. UNI was listed as "one of the most efficient regional colleges -- a school that ranked highest in its category relative to how much it spent per student on educational programs." She stated UNI was second in the Midwest behind Drury College. (See Appendix C.)

Chair Lounsberry reported that the joint ISU/UNI/SUI meeting of faculty leaders which took place Friday, October 8, was very productive and provided an excellent opportunity to share common concerns, to better understand points of view, and to work together on more initiatives. She indicated the leaders will be meeting again during the Spring semester.

In conclusion, Chair Lounsberry stated Board of Regents President Marvin Berenstein will be addressing the faculty Tuesday, October 19, at 3:15 p.m. with a question-and-answer and a reception following. She stated President Berenstein would be speaking on his visions for the Regents Universities and UNI's place in this vision. She strongly urged everyone's attendance at this address.

Senator Brown expressed distress at the incorrect story published by the Waterloo Courier concerning the policy which had been passed by

Faculty Senate on Sexually Explicit Materials. He stated this policy was not taken or discussed lightly by the Faculty Senate, and he expressed concern as to how those who were not in attendance at the meeting may view this. Chair Lounsberry responded that she also was distressed at the errors in the story, and had talked with Larry Ballard from the Waterloo Courier, who had not attended the September 27th Faculty Senate meeting when the policy was passed. Chair Lounsberry indicated that, although unfortunate, all that could be done is to ask for a published correction to the story.

In conclusion, Myra Boots stated there had been some questions and confusion as to those receiving ballots for the ROTC Advisory Committee election. Since the Mail Center did not send ballots to all new faculty, the decision has been postponed until these faculty can be included.

4. Chair Lounsberry announced the awarding of Emeritus status to Margaret Weiser, Professor of Education.

CALENDAR

5. Request for Consultative Session with Roger Sell, Director, Center for the Enhancement of Teaching.

Chair Lounsberry indicated that Roger Sell has requested the Faculty Senate's counsel on how to encourage "faculty ownership" of the Center for the Enhancement of Teaching.

Brown moved, Butler seconded to authorize a consultative session with Roger Sell at the next Senate meeting, October 25. Motion carried.

Chair Lounsberry distributed a preliminary report from the Center for the Enhancement of Teaching for Senators' information.

DOCKET

6. Report from Pat Gadelmann, Director of Government Relations, on Legislative Priorities. (See Appendix D).

Pat Gadelmann distributed budget appropriations request for FY 95 as approved by the Board of Regents. She stated the Board of Regents must approve budget appropriations before they can be taken to the legislature, and stated the Governor also makes his recommendations to the legislature based on his budget.

She stated that this appropriations list was the shortest list historically that she had seen, primarily due to factors such as flooding, etc. She noted the highest priority was the \$1.1 million requested for enrollment growth. She stated this enrollment growth was not addressing the enrollment now, but rather to "close the gap" in the appropriations loss which developed over the 5-7 year period where UNI experienced record high enrollment growth at the same time the State experienced its most severe budget problems. She stated UNI grew 15% during a 5-year period, and the request for enrollment growth money was based on the enrollment of resident undergraduate students.

She noted the other high priority item was the Wellness Recreation Center, which was on the capital project list 10 years ago and is the only one on the list which has not yet been funded.

In conclusion, Pat Gadelmann stated the Board of Regents has been very supportive in responding to UNI's special needs and expressed thanks for this support.

7. Consultative Session with Vice President Follon and Clark Elmer on Enrollment Management.

During the consultative session, Vice President Follon stated faculty input was crucial to the effective implementation of enrollment management. She stated that we now have the opportunity to "shape" the size and characteristics of this institution, and maintain quality.

Clark Elmer, Director of Enrollment Management and Admissions, distributed a "Profile of New Degree Students Entering UNI Direct From High School" (see Appendix E), and pointed out the outstanding freshman profile for Fall 1993, with 95.2% from the upper half of their high school graduating classes and 4.8% from the lower half of their high school graduating classes.

Senator Brown questioned what circumstances may be involved for UNI to admit students from the lower half. Clark Elmer responded that the applicant must first meet core requirements. Course selection, ACT, and rank are then all taken into account for each applicant when reviewing these exceptions to determine if the student would be a successful student at UNI.

Clark Elmer distributed information on the Enrollment Plan and the responsibilities of the Enrollment Management Committee (see Appendix F). He added that although UNI's freshmen class had increased for Fall 1993, it was not enough to offset the lowering population of students which occurred when UNI graduated the largest senior class in Spring 1993. He indicated that while it is a goal to increase enrollment to 13,000, quality must be maintained and faculty input is a necessity to enhance the institution.

It was the consensus of Senators that further faculty input regarding enrollment management could be most effectively and appropriately achieved by taking this issue to the College Senates and Deans. Vice President Follon and Clark Elmer stated they would be happy to talk with College Senates, Deans, and Department Heads, and host focus groups, retreats, etc. in regard to this issue.

In conclusion, Chair Lounsberry asked Vice President Follon and Clark Elmer if they would be available to return to the Faculty Senate at a later date when departments/colleges had time to discuss this issue. Follon and Elmer responded affirmatively, and thanked Senators for allowing this time to seek their counsel.

Boots moved, Butler seconded to adjourn the meeting. Meeting adjourned at 5:07 p.m.

Respectfully submitted,

Diane Wallace
Secretary

These minutes shall stand approved as published unless corrections or protests are filed with the Secretary of the Senate within two weeks of this date, October 18, 1993.



RECEIVED
OCT 07 1993

Office of Vice President
Provost

MEMORANDUM

October 7, 1993

TO: Dr. Nancy Marlin
Provost and VPAA

FROM: Dr. Herbert D. Safford, *Chair*
Committee on Academic Program Review

SUBJECT: Academic Program Review of the Department of
Military Science

Thank you for your memorandum of September 14, 1993 concerning academic program review of the Department of Military Science.

In response to this memorandum, the Committee on Academic Program Review notes the following:

1] Following discussion with Colonel Rippe, we recommend that the Department of Military Science conduct an academic program review of such program or programs it may identify within the department in the academic year 1994 - 1995.

2] As to the Committee's "approach" to the review of program/s within the Department of Military Science, the Committee will, at the appropriate point in the annual review calendar which will be established for academic year 1994 - 1995, discuss with Colonel Rippe selection of an approach which will be helpful for the Department of Military Science. Typically this discussion takes place in July.

3] The chronology of developing an approach to program review is:

First, we will solicit Colonel Rippe's suggestion about the program or programs within the Department of Military Science to be reviewed. The Detailed Procedures for Academic Program Review will provide the basis for a review of program/s within the Department of Military Science.

Second, we will solicit Colonel's Rippe's suggestions as to modifications to these procedures which will be appropriate given any particular character of the Department of Military Science.

Third, the Committee will pass on to you for your endorsement a summary of program/s within the department for academic program review and any such modifications suggested by Colonel Rippe for each identified program. At a minimum, an academic program review consists of a self-study by the program/s' faculty/ies and external review of the program/s.

4] The Committee wishes respectfully to note the following in response to the motion passed by the University Faculty Senate on 9/13/93 to which you refer in your memorandum:

a] For clarity, we believe it is useful to note that the Committee on Academic Program Review does not review academic programs. The Committee acts as the agent of the Provost to assist programs in their conduct of academic program review.

b] The Committee on Academic Program Review does not summarize or otherwise report on self-studies or external reviews of academic programs except to the Provost at her request. Historically, such Committee response has consisted of oral comment with the intent to assist the Provost as she considers the self-study and the external review and in preparation for her follow-up discussions with the program faculty. This observation has, of course, no particular bearing on such summary the Provost may choose to provide the Faculty Senate in response to the cited motion.

Thank you.

cc: CAPR
Colonel Timothy Rippe

To: University Faculty Senate, Chair, John Longnecker
 From: R. B. Campbell, Chair, Military Science Liaison and Advisory Committee
 Re: 1993 Annual report
 Date: May 1993

The Department of Military Science Liaison and Advisory Committee met several times this year. We assessed the teaching of three faculty members; as usual, we found they were making a quality contribution to the University.

Lt. Colonel Timothy A. Rippe assumed the position of Head of the Department of Military Science this fall. Captain Kent D. Wales also joined the teaching staff. Captain Nixon is leaving at the end of May. It is anticipated that a National Guard Officer will join the teaching staff in the fall. This still leaves the teaching staff below previous levels.

The Military Science Department is also still suffering from University cutbacks: It has a half-time student where it used to have a full time secretary provided by the University.

The total enrollment for the department this spring was 48; there are 9 additional students enrolled in the program who did not take any Military Science course this Spring. This year 17 officers were commissioned (including anticipated commission(s) next August); next year 16 commissions are anticipated. This meets the Army's mission of 14 commissions for each year; the recent dearth of commissions due to the requirement of simultaneous commission and graduation is over.

A total of 13 students received ROTC scholarships which totaled over \$30,000, inclusion of living allowances brings the total to over \$50,000. In addition, some of the students enrolled in military science courses are receiving support from the GI bill.

The Military Science program has been negatively impacted by cutbacks both in the Army and at UNI. It still remains a strong program, and provides a valuable option for many of our students.

cc: MSLAC members

Tuesday, October 5, 1993

Faculty Forum

a guest column by
 Barbara Lounsbury, Faculty Senate Chair
 Myra Boots, President, UNI Faculty

Computing resources at UNI a great opportunity

Now that the flurry of opening-semester activities is over, we are taking this opportunity to greet the entire campus community and to launch a column in the "Northern Inman" called Faculty Forum.

We see this column as a place where faculty can express their views on subjects of common concern, and share with the university community visions for developing faculty abilities, opportunities, and power to their fullest potential.

Periodically we will be addressing subjects that are on our minds as faculty leaders, and we invite dialogue in the "Faculty Forum" on these topics, as well as columns from other faculty members on subjects of their own choosing.

UNI has 835 faculty or about one faculty member for every 15 students. This admirable faculty/student ratio is bursting with potential.

In our opening column, we want to begin a dialogue on ways faculty, students, and staff can make use of computer power to reach new levels of quality in their work.

Thanks to the remarkable vision (and hard work) of Mike Yohe, Tom Peterson, Steve Moon, Doreen Hayek, Ken Connelly and the other members of UNI's Information Systems and Computer Services and Herb Safford, Stan Lyle, and other members of the RodLibrary, UNI has one of the most advanced computer systems in the state.

We have instant access to the InfoSystem which tells us everything we want to know about UNI—phone directory, building hours, the university catalog, soon even grants sources and deadlines.

We have access to the Rod Library and with it the library's enumerable CD-ROM indexes,

We have access to Internet which connects us to libraries, conference notes, and fellow scholars throughout the world, and now even LEXIS NEXIS and equally powerful source for up-to-the-minute newspaper articles, law reviews, and even translations of press conferences across the planet.

It isn't hard to see how these resources can enhance, not only our efficiency, but the quality of our work as seekers of truth. Equally exciting are the ways we can all use electronic mail (e-mail) and class bulletin boards (also called NOTES Conferences) to create greater community on campus, a community of thinkers pursuing knowledge and truth and sharing the fruits of their learning with others in the best tradition of liberal arts education.

Here then is the dialogue we would like to begin. Can and should we make it a part of UNI's identity that faculty, students and staff here go about the process of education in special ways? We talk to each other by e-mail; we share important information on the InfoSystem. We access the Rod Library from our offices and homes at all times of the day or night. We access distant libraries and scholars throughout Internet; we read and print out articles from around the world through the LEXIS-NEXIS network, and the majority of our courses have an extra "course bulletin board" component which allows students to ask questions of the professor and pursue course discussions with each other outside of class meeting hours.

In short, is this a worthwhile goal?

Share your thoughts on this, or on other topics, by sending them to either of us. (We are both on e-mail.)

Five Iowa colleges listed as best buys

DES MOINES (AP) — The University of Iowa, University of Northern Iowa, Grinnell, Central and Simpson are included in a list of five Iowa colleges ranked as "best buys" published by U.S. News & World Report, broke the values into two categories. One is what the magazine calls the school's "sticker price" — tuition and room and board. The other is a school's "discounted price" — tuition, room and board, less books and estimated personal expenses. The average of its academic and financial ratings of its students. The University of Iowa was included as one of the top 25 best-value national universities based on its sticker price — \$11,000. It was also included as a "best value for college."

Iowans who stay in the state for college. In-state tuition is \$400 as one of the most efficient regional colleges — a school that ranked highest in its category relative to how much it spent per student on educational programs. UNI was second in the Midwest behind Drury College.

10/13/93

APPENDIX D

University of Northern Iowa
Appropriations Requests
FY 95

GENERAL OPERATING BUDGET

1.	State Salary Policy Increases <i>Funding of the collective bargaining agreements reached voluntarily by the state and the unions</i>	\$2,347,611
2.	Salary Annualization <i>Funding of the costs of merit system step increases as they are annualized</i>	55,224
3.	Inflation General 223,000 Library 114,000	337,000
4.	Building Repairs	215,901
5.	Enrollment Growth <i>"Catch up funding" to meet the gap which exists between current enrollment and state appropriations</i>	1,100,000
6.	Leadership in Educational Reform: Technology Deployment and Training <i>To continue preservice and inservice activities for teacher preparation and utilization of fiber optics in instruction, curriculum development, and continuing education</i>	100,000
7.	Industrial Technology for Iowa Manufacturers <i>The focus will be on the preparation of well-trained graduates, technology transfer, and technical assistance activities which improve competitiveness, emphasize environmentally conscious manufacturing, and enhance energy efficiency. Primary emphasis will be placed on metal casting, which is a foundation industry for manufacturing.</i>	300,000

FY 95: CAPITAL PROJECTS

1.	Deferred Maintenance	\$2,400,000
2.	Wellness/Recreation Center: New Construction <i>Total Project Cost is \$18,000,000 \$5,200,000 will be funded from student fees</i>	12,800,000
3.	Performing Arts Center: Planning <i>Total Project Cost is \$20,300,000 State Appropriations of \$7,800,000 are requested for FY 96 Private Contributions of \$11,700,000 will fund the remainder of the project</i>	800,000

APPENDIX D

BOARD OF REGENTS

Capital Program
GENERAL FUND RECOMMENDATIONS
FY 1995

(\$ Thousands)

Priority	Name of Project	Board Office General Fund Recomm. FY 1995
1	Fire and Environmental Safety*	\$ 2,200
2	Disabled Student Accessibility (IBSSS)	20
3	Accumulated Deferred Maintenance**	14,408
4	Recreation/Wellness Center (UNI)	12,800
5	Intensive Livestock Research Facilities (ISU)	2,000
6	Schaeffer Hall Remodeling (SUI)	8,606
7	Biology, Biology Annex Remodeling (SUI)	13,296
8	Engineering Teaching & Research Building (ISU)	1,000
9	Livestock Units for Swine & Cattle Research (ISU)	1,000
10	Gilman Hall Addition Systems Upgrade (ISU)	6,810
11	Performing Arts Center (UNI)	800
	Total	\$62,940

*Fire and Environmental Safety	
University of Iowa	\$ 1,000
Iowa State University	1,100
Iowa School for the Deaf	100
University of Northern Iowa	0
Total - Fire and Environmental Safety	\$ 2,200
**Accumulated Deferred Maintenance	
University of Iowa	\$ 5,000
Iowa State University	6,861
University of Northern Iowa	2,400
Iowa School for the Deaf	147
Total - Accumulated Deferred Maintenance	\$14,408

UNIVERSITY OF NORTHERN IOWA
 FIVE YEAR CAPITAL REQUEST
 FISCAL YEARS 1995 THROUGH 1999
 (\$ Thousands)

Project		FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	TOTAL				
Deferred Maintenance	(1)	\$2,400	(4)	\$2,400	(2)	\$2,400	(1)	\$2,400	(2)	\$2,400	\$12,000
Recreation/Wellness Center	(2)	12,000									\$12,000
Performing Arts Center	(3)	000	(1)	7,000							\$8,000
Physics Building Remodeling			(2)	3,500							\$3,500
Commons			(1)	700		(2)	1,600				\$2,300
Storm Tunnels I			(1)	2,500							\$2,500
Porcelain Cutouts/400 Breakers & 4160 Volt			(7)	800					(4)	400	\$1,200
Elect Distr Loop Sys/Load-Break Switches					(4)	2,400	(6)	500	(5)	200	\$3,100
Energy Conservation			(8)	300	(5)	300	(7)	300			\$900
Auditorium Building			(4)	9,500							\$9,500

TABLE 1
 BOARD OFFICE RECOMMENDATION
 FIVE YEAR CAPITAL PRIORITY PLAN
 GENERAL FUNDS
 FISCAL YEARS 1995 THROUGH 1999
 (\$ Thousands)

Inst	Project	FY 1995		FY 1996		FY 1997		FY 1998		FY 1999		TOTAL	OTHER FUNDS	TOTAL COST
		Priority	Amount	Priority	Amount	Priority	Amount	Priority	Amount	Priority	Amount			
PROJECTS FOR WHICH FY 1995 GENERAL FUNDS ARE RECOMMENDED:														
ALL	Fire & Environmental Safety	(1)	\$2,100	(1)	\$2,473	(1)	\$2,705	(1)	\$2,835	(1)	\$3,031	\$13,144		\$13,144
IBSSS	Disabled Student Accessibility	(2)	20	(2)	78						\$98	\$98		\$98
ALL	Accumulated Deferred Maintenance	(3)	14,247	(3)	18,100	(2)	18,983	(2)	18,447	(2)	14,547	\$84,324		\$84,324
URR	Recreation/Wellness Center	(4)	12,000									\$12,000	\$5,170	\$17,970
ISU	Intensive Livestock Research Facilities	(5)	2,000	(4)	15,000	(3)	10,000					\$27,000		\$27,000
SHR	Schaeffer Hall Remodeling	(6)	8,606									\$8,606		\$8,606
SHR	Biology, Biology Annex Remodeling	(7)	13,296									\$13,296		\$13,296
ISU	Engineering Teaching and Research Building	(8)	1,000	(5)	8,000	(4)	20,000					\$29,000	20,000	\$49,000
ISU	Livestock Units for Swine and Cattle Research	(9)	1,000	(6)	5,900							\$6,900		\$6,900
ISU	Gilman Hall Addition Systems Upgrade	(10)	6,810									\$6,810		\$6,810
URR	Performing Arts Center	(11)	800	(7)	7,800							\$8,600	11,897	\$20,297
	Subtotal		\$62,670		\$57,349		\$51,088		\$21,282		\$17,378	\$210,576	\$45,867	\$256,443
OTHER PROJECTS:														
SHR	Chemistry Building Remodel - Phase III			(8)	\$7,277							\$7,277		\$7,277
URR	Physics Building Remodel			(9)	320	(5)	\$3,180					\$3,500		\$3,500
SHR	Engineering Building Addition			(10)	3,126	(6)	28,134	(3)	\$4,690			\$35,950		\$35,950
ISU	Classrooms and Auditorium Modernization					(7)	1,500	(4)	1,500	(3)	\$5,300	\$8,300		\$8,300
URR	Commons Remodeling					(8)	700	(5)	1,600			\$2,300		\$2,300
ISU	Cooper Hall Remodel (Elec. Engineering)					(9)	1,000	(6)	10,000			\$11,000		\$11,000
URR	Auditorium Building Remodel					(10)	9,500					\$9,500		\$9,500
SHR	Additional Utilities					(11)	4,000	(7)	4,000	(4)	4,000	\$12,000		\$12,000
SHR	Bio-Medical Research Facility					(12)	4,380	(8)	10,705	(5)	26,110	\$50,195		\$50,195
URR	East Gym Remodel					(13)	1,000	(9)	8,300			\$9,300		\$9,300
URR	Agricultural and Biosystem Engineering Facility							(10)	500	(6)	15,600	\$16,300		\$16,300
ISU	Ash Landfill							(11)	4,500			\$4,500		\$4,500
SHR	Library Mall and Plaza							(12)	1,103			\$1,103		\$1,103
ISU	Strategic Biological Sciences Initiatives							(13)	1,000			\$1,000		\$1,000
URR	Electrical Distribution Loop System							(14)	2,900	(7)	200	\$3,100		\$3,100
URR	Laboratory Animal Facilities Remodel							(15)	2,500			\$2,500		\$2,500
ISU	Gilman Hall - Phase IV (Chemistry)							(16)	13,000			\$13,000		\$13,000
URR	Industrial Technology Addition							(17)	7,600			\$7,600		\$7,600
URR	Sabin Hall Remodel							(18)	6,300			\$6,300		\$6,300
ISU	Recreation Center							(19)	60	(8)	4,010	\$4,070		\$4,070
SHR	International Center Remodel									(9)	5,518	\$5,518		\$5,518
ISU	Electrical Interconnect to Grid									(9)	3,800	\$3,800		\$3,800
URR	McCallum Hall Science Addition									(10)	4,800	\$4,800		\$4,800
SHR	North Capitol Street Parkway									(11)	1,166	\$1,166	\$1,166	\$2,332
URR	Porcelain Cutouts / 400 Breakers									(12)	700	\$700		\$700
	Subtotal				\$10,723		\$53,394		\$89,256		\$71,404	\$224,770	\$1,166	\$225,936
			\$62,670		\$68,072		\$105,082		\$110,540		\$88,982	\$435,355	\$47,033	\$482,388

APPENDIX E
 PROFILES OF NEW DEGREE STUDENTS ENTERING UNIVERSITY OF NORTHERN IOWA DIRECT FROM HIGH SCHOOL
 Fall Semesters 1962-1993
 HIGH SCHOOL RANK

Percentage of Students in Various Percentile Intervals

Percentile Rank	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978
90-99	18.4	22.0	20.8	20.0	20.7	22.0	21.5	20.2	21.8	21.0	20.7	16.7	19.2	19.5	19.0	15.7	17.3
80-89	22.7	20.4	22.6	21.0	22.5	21.4	23.8	21.9	21.0	21.7	18.8	18.4	18.2	17.5	18.1	18.4	16.6
70-79	17.9	19.9	20.4	20.0	20.7	19.5	19.5	20.5	19.3	19.2	17.2	17.8	15.0	15.8	15.0	16.9	16.8
60-69	15.8	16.8	15.8	18.0	15.6	15.9	16.6	16.2	15.3	14.9	14.8	13.5	14.1	13.5	15.8	14.5	13.7
50-59	12.1	12.3	12.4	14.0	14.3	14.2	13.2	13.6	12.7	11.5	13.9	10.3	11.5	11.0	11.1	12.0	12.0
Upper Half	86.9	91.4	92.0	93.0	93.8	93.0	94.6	92.4	90.1	88.3	85.4	76.7	78.0	77.3	79.0	77.5	76.4
40-49	9.5	5.3	5.6	5.0	4.7	5.3	3.9	5.3	6.3	7.3	7.7	9.1	8.7	9.0	8.7	9.1	10.9
30-39	2.0	2.0	1.0	1.0	1.0	1.2	1.0	1.5	2.1	3.1	4.2	6.0	6.3	5.8	5.6	7.4	7.0
20-29	1.1	0.7	0.7	0.0	0.3	0.4	0.3	0.4	0.9	1.1	1.5	5.1	3.9	4.8	4.4	4.8	4.1
10-19	0.4	0.5	0.5	1.0	0.1	0.1	0.1	0.2	0.4	0.1	0.6	2.3	2.4	2.2	1.5	1.0	1.3
0-9	0.1	0.0	0.2	0.0	0.0	0.0	0.1	0.2	0.2	0.0	0.6	0.7	0.7	0.8	0.8	0.1	0.3
Lower Half	13.1	8.5	8.0	7.0	6.1	7.0	5.4	7.6	9.9	11.6	14.6	23.2	22.0	22.46	21.0	22.4	23.6

Percentile Rank	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
90-99	18.3	17.2	17.2	16.7	18.8	17.9	16.7	20.6	21.1	18.1	18.3	18.7	18.5	16.5	18.0
80-89	18.3	18.9	18.1	16.7	16.8	17.9	18.7	18.7	21.3	20.7	20.9	21.4	22.4	20.4	22.7
70-79	18.6	16.3	15.5	16.0	15.2	17.3	17.9	20.5	20.9	19.1	21.0	19.4	21.3	22.0	21.8
60-69	13.5	14.2	14.0	14.5	15.1	14.1	14.3	17.3	17.6	17.6	17.8	17.1	17.0	20.1	18.7
50-59	11.5	11.8	12.2	12.0	12.8	11.5	13.0	12.7	12.6	14.0	13.5	15.3	13.9	13.7	14.0
Upper Half	80.2	78.4	77.0	75.9	78.7	80.7	80.7	89.8	93.5	89.4	91.5	91.9	93.1	92.7	95.2
40-49	8.1	8.8	9.5	10.9	10.3	11.2	9.4	6.1	4.4	7.3	5.2	5.8	4.9	5.2	3.3
30-39	5.9	8.0	7.7	8.6	6.2	4.4	5.9	2.7	1.1	2.1	2.1	1.6	1.5	1.6	1.0
20-29	4.4	3.5	4.6	3.8	3.5	2.2	2.8	1.1	0.6	0.8	0.8	0.6	0.3	0.4	0.3
10-19	0.9	1.2	1.0	0.7	0.9	1.2	0.9	0.3	0.3	0.3	0.1	0.2	0.1	0.1	0.2
0-9	0.4	0.1	0.1	0.1	0.3	0.2	0.4	0.1	0.1	0.1	0.2	0.0	0.1	0	0
Lower Half	19.7	21.6	22.9	24.1	21.2	19.2	19.3	10.3	6.5	10.6	8.5	8.2	6.9	7.3	4.8

University of Northern Iowa
 Office of Admissions
 September 1993

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APPENDIX E

Comparison of ACT Composite Score
 For Freshmen Students Entering Fall Term
 In Selected Years Between 1960-1993

	1960*	1969	1979	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Mean Composite Score	22.0	24.0	20.6	20.6	20.8	21.0	21.3	22.1	21.8	21.8	21.6	23.1	22.8	22.9	23.0
Percent Students With Score Below 17	6.7	3.1	20.5	20.1	19.7	15.3	13.4	10.8	10.8	10.6	11.1	4.5	4.0	3.1	1.4
Percent Students With Score 21 and Above	63.7	81.8	51.3	51.5	53.6	54.2	59.8	65.6	65.6	63.3	61.5	76.1	73.6	73.6	75.0

* The first year that ACT was required of freshmen entering UNI
 Note: Enhanced ACT beginning with 1990

APPENDIX F

ENROLLMENT MANAGEMENT PARADIGM

Enrollment management is a systematic, holistic, and integrated approach to achieving enrollment goals by exerting more control over those institutional factors that shape the size and characteristics of the student body. It includes activities associated with attracting and retaining students including marketing, recruitment, financial aid, orientation, advising and instruction. It also involves examining institutional mission, program and service offerings, organizational structure, and resource allocation. The process relies heavily on the use of pertinent data and information for informed decision-making.

ENROLLMENT PLAN

Essential to a successful enrollment effort is the development and implementation of an annual enrollment plan. An enrollment plan is a set of clear and unambiguous **GOALS** with associated **STRATEGIES** (enabling objectives) and **ACTIVITIES** (action plans) which, in totality, lead to the achievement of the enrollment enterprise during a given time period.

Simply having a plan is no guarantee of anything. The challenge lies not in the process of planning, but in the successful implementation of the plan that is developed. **It is critical, therefore, that enrollment management be viewed as an institutional responsibility that requires institutional commitment for its success.**

ENROLLMENT MANAGEMENT COMMITTEE

An Enrollment Management Committee will be organized to provide a forum for raising and addressing issues that affect new and returning student enrollment and for enhancing campus-wide communication regarding institutional efforts to manage enrollment. The committee, appointed by the President, will be composed of faculty, staff and students and will have the following specific responsibilities:

- Review and clarify enrollment/retention goals.
- Review and discuss the annual master enrollment plan.
- Participate in the design, analysis, and dissemination of enrollment-related studies and research.
- Conduct periodic audits of key program/service areas.
- Initiate a process for the identification and elimination of problems that interfere with providing quality service to students.
- Plan appropriate faculty/staff development programs.
- Establish a communication plan designed to keep campus personnel informed about enrollment issues.
- Monitor the implementation of the master enrollment plan and recommend necessary adjustments.
- Submit an annual enrollment management report to the President.