

Faculty Senate

Northern Kentucky University

Highland Heights, Kentucky 41099

MINUTES OF THE APRIL 20, 1992, 3:00 PM SENATE MEETING, BALLROOM

Senators present: Joseph Akbary, Valeria Amburgey, Carole Bredemeyer, Gary Clayton, Y Datta, Tripta Desai, Sudesh Duggal, Nancy Firak, Chuck Frank, Stephen Goacher, Randy Holt, Mike King, Nan Littleton, Dennis Lye, Phil McCartney, Cheryl McKenzie, Ray McNeil, James Niewahner, L. MacKenzie Osborn, Terry Pence, Brad Scharlott, Vince Schulte, Gary Scott, Mark Stavsky, Jim Thomas, J. Michael Thomson, Stephen Walker, Wendy Wood.

Senators absent: Mike Avey, Sally Jacobsen, Don Kelm, Vinay Kumar, Margaret Myers, Michael Prioleau, Bill Wagner

Guests present: Gayle Vaughn, Tom Comte, Rosetta Mauldin, Linda Marquis

I. Call to order: 3:05 pm

II. Approval of minutes of October 21, 1991 meeting

- minutes approved as presented

III. Additions to and/or deletions from agenda:

- none

IV. Senate President's Report - Mike Thomson

1. Joan Ferrante is representing Terry Pence today
2. Strategic planning goals (3/9) were distributed, comments were solicited.
3. Budget:
 - President Boothe responded to JMT's March 24 letter on budget priorities. A response was received on 4/1.
 - The final budget reductions were distributed (more details in the Frontliner). President Boothe was responsive to faculty and staff suggestions, JMT and the rest of the executive committee were appreciative of his concern.
 - A memo dated April 1, 1992 was received from President Boothe concerning the distribution of scholarship money. Increments in the scholarship fund are being treated as fixed costs.
4. A memo dated 4/9/92 was distributed to the senate concerning an elections update. Discussion and clarification ensued.
5. Administrative evaluations were distributed, a record 57 responses had been received.
6. ACES is working on an advising procedure, more from them later.
7. A memo (3/26/92) concerning a proposed policy on participation in assessment from Bob Appleton was received and distributed to the senate.

V. Committee Reports (and voting items):

A. Benefits - Gary Scott, Chair

- Summer school, early retirement, to be dealt with next year.

- Senate will vote on race and gender issue later in May

B. Budget & Commonwealth Affairs - Dennis Lye, Chair

- Last meeting on 4/13/92. The committee has been keeping abreast of the budget reduction discussions held by the President and is appreciative of their candor.
- Plans for next year include the strategic plan, summer school salaries, and operating expense distribution across colleges.

C. Professional Concerns -- Ray McNeil, Chair

- A 4/15/92 draft of the Handbook was distributed, along with a list of deletions and additions. The new draft was the same as the 2/1/92 draft except for the changes.
- Amendments, in writing, are to be submitted by 5/1/92. The Professional Concerns committee will then process the Amendments and present them as voting items at faculty meeting in May.

D. Curriculum - Mac Osborne, Chair

Voting Items:

1. Program Changes:

- a. Department of Accountancy
VOTE: Yes (voice vote)
- b. SAP
VOTE: Yes (voice vote)
- c.(1) and c.(2), Department of Chemistry
VOTE: Yes (voice vote)
- d. Department of Math & Computer Science
VOTE: Yes (voice vote)
- e. Department of Health Education
VOTE: Yes (voice vote)

2. General Studies:

- a. ENG 101
VOTE: Yes (voice vote)

VI. Old Business- None

VII. New Business - None

VIII. Adjournment: 4:35 pm

Minutes submitted by Gary Clayton, Secretary

Faculty Senate

Northern Kentucky University Highland Heights, Kentucky 41076

March 24, 1992

Leon E. Boothe, President
Northern Kentucky University

Dear Leon:

On behalf of the Faculty Senate, I wanted to thank you for the openness in which you have approached the ten percent state-based budget reductions. We found the information and specifically the March 12 session informative; I personally thought that your presentation demonstrated that upper administration has a firm grasp on the macro-fiscal picture and a good understanding of budgeting policy interdependence. I also thought that Mr. Barker's command of the budget shows that we have made a quality addition to the Northern community. While the cuts are a bitter pill to swallow, the interaction provided a very positive collegial governance experience. The Senate continued its budget deliberations at its normal March 23 meeting, and this letter reflects the sentiment of the body.

The Senate asked me to convey **four specific reactions** to the current reduction scenario. First, the Senate was disturbed that the \$200,000 summer school accounting error should be included immediately into the base. While we know that it is a sound accounting practice to limit reserve funding of such material to only one budget year, we find it difficult to incorporate such a large item into the base at one time. We would ask you to seriously consider reducing the base conversion to \$100,000 in the fiscal 92-93 annual budget. We realize this accounting practice represents a dangerous deployment of the reserve funds, and may have hidden secondary effects. However, we feel that to roll \$200,000 immediately into a budget already in serious reduction, represents just such a contingency for which reserve funds are designated.

Second, such a move would provide some leeway in the current reduction package to reduce some of the damage in two specific areas. While the university faces a problem of increasing health utilization, it is the sense of the Senate that we delay the health insurance central budget reductions until we negotiate the new rates, rather than the "good faith" approach of reducing utilization now. We find some disturbing facets to these reductions. Health benefits have slowly been eroded at Northern. Once cut, they will not to be restored, no matter how well the Kentucky economy rebounds from its current recessionary nature. The most distasteful aspect of these reductions is the four month delay. While this may be the new trend in the private sector, it impacts the people least likely to afford it. New hires at the bottom end of the pay scale, and faculty hires fresh from graduate school will, in all probability, NOT be able to afford coverage for their families. In higher-paid private sector equivalent positions with more attractive severance packages, this may be a more acceptable position. It is a place where we feel that public employers should draw a tough line. This particular cut is a **permanent loss in benefits**, and has no relation to the health utilization issue.

In another area the faculty have a deep concern - the eleven lectureships. These positions represent over 40 classes (some 1800 student experiences) that a part timer, not committed to the university in the same manner as a full-time instructor, is responsible for upholding the Northern commitment to quality undergraduate instruction. Most of these instructional experiences are initial general studies course work, and may have damaging impact on the retention issue. Our retention has increased, we believe in part, due to the conversion of faculty into the base, and NOT using graduate students/part-timers. The dismantling of these lectureships may have a negative impact on retention rates, one of our sources of increased funding over the past two-four years. It is also a negative impact on students, who are our "customers" and the reason we are here.

The dismantling of lectureships from the base also puts undo hardship on chairs who, in fact, must act as an RPT committee of one. The longer we delay or remove these lectureships from the faculty base, the further we remove instructional quality control away from its designated and rightful protector, departmental RPT committees. A higher percentage of sections taught, especially at critical initial levels, will continue to have little or no permanent review process to protect Northern's main mission.

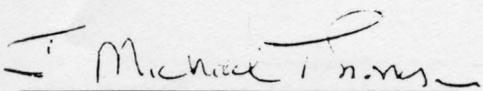
It is the opinion of the Senate that every effort be made to preserve these lectureships, which took so long to get into the base. Their removal could have far-reaching negative fiscal impact similar to the section reductions of the fall. The Senate experienced torn sentiments that indicate that **both health benefits erosion and dismantled lectureships** are important items that could be restored, in full or part, with a delay of the \$100,000 summer school funds into the base.

Third, the Senate will elect faculty to the standing committee for fiscal emergency. We encourage you to consider using these faculty as resources should further reductions become necessary in the biennium. They are a standing committee that we have neglected to fill over the past few years, and are designed to help you in preparation for a fiscal crisis.

Fourth, the Senate requests a more detailed description of the scholarships item mentioned in the "fixed cost" budget. We would like to know the number and nature (full or partial) of the \$1.6 million devoted to these funds. How many are needs based? Are Ohio students receiving any of these funds? A \$58,600 increase of this item in the "fixed" base, we feel, is worth looking at more carefully. It is an informational request.

Again, thank you for allowing the Senate to participate in the reduction process. We ask that you consider our reactions to the current proposal as you make your final decision in this matter.

Respectfully,



J Michael Thomson
Faculty Senate President

cc: D. Jorns, D. Taulbee, E. Barker

J. Michael Thomson



**NORTHERN
KENTUCKY
UNIVERSITY**

Office of the Budget
(606) 572-5345

MEMORANDUM

TO: Linda Marquis
Department of Accountancy

FROM: Elzie L. Barker *Elzie*
Director of the Budget

DATE: April 16, 1992

SUBJECT: Proposed 1992-93 Annual Operating Budget

Thank you for your comments concerning the Proposed 1992-93 Budget. Since decisions concerning the proposed budget were communicated through a memorandum to all faculty and staff in the April 9, 1992 Campus Digest it is probably self-evident that concerns you expressed regarding health benefits were shared by many in the campus community. The only proposed change at this time in health benefits is the inclusion of a generic drug rider. Clearly, health benefits will receive much attention in the months ahead.

With respect to your other specific concerns, I will attempt to briefly respond. Presidential ambassadors are not generally compensated for their services unless they are required to conduct tours on Saturday or Sunday. The University does provide some printing services to external agencies and the intent is, as you suggested, that the service be fully costed and competitive in the market place.

Since 1984, the Early Childhood Center has made a concerted effort to reduce the subsidy and to meet its expenses. The Center has succeeded in keeping the actual subsidy needed at the end of the year much lower than that which is allocated through the budget process even through expansion to full time service and the acquisition of its own food license. In addition, surveys of fees charged by other day care agencies in the area have shown that the Center's fees are comparable.

Some aspects of the Center tend to contribute to conditions which for-profit centers may not have. For example, the salaries for the Center's staff are among those of the lowest paid employees at the University, but those salaries are better than salaries paid to comparable positions in for-profit centers. For-profit centers are often located in specially designed buildings (Kindercare or Child's World, for example) which allow the maximum enrollment per square foot according to licensing requirements. The layout of the Center while it has its advantages also limits the feasible number of children in the Center at one time. Also, it should be noted that, for comparison purposes, the Center does not operate year-round. The current coordinator of the Center has experience in a for-profit center and is in the process of finding ways to maximize utilization, primarily because we have many student-parents who need this service whom the Center is unable to serve. It is hoped that some of these changes will continue

Linda Marquis, Department of Accountancy
Proposed 1992-93 Annual Operating Budget
April 16, 1992
Page 2

to reduce the amount of the deficit at the end of the fiscal year which, in turn, reduces the amount of subsidy which is required.

I hope I have addressed your concerns and welcome your continued interest and support. Please let me know if you have any further questions or need additional information.

tlm

pc: Leon E. Boothe
President's Staff
J. Michael Thomson
Virginia Stallings

**Proposed 1992-93 Annual Budget
Revenue/Expenditure Summary**

Final: April 7, 1992

Expenditures

1991-92 Original Budget \$ 56,100,000

I. Expenditure Adjustments

A. Summer School	\$ 256,200	
(LESS \$75,000 FUNDED FROM BUDGETED RESERVE)	(75,000)	<i>Put into base NEXT YEAR</i>
B. Fine Arts	48,200	
C. Fixed Cost	991,600	
Total		1,221,000

*#1 * All 200,000
Keep \$75,000*

II. Distributed Expenditure Reductions
(Adjusted for Reinstatement)

A. Academic Affairs	\$ (366,200)	
B. University Relations & Development	(29,000)	
C. Student Affairs	(107,000)	
D. Administrative Affairs	(255,500)	
E. General Administration	(23,500)	
Total		(781,200)

III. Necessary Expansion Requested

A. Academic Affairs (Current Year Enrollment Growth -- Part-time Instructors)	\$ 199,000	
B. Student Affairs (Orientation)	10,100	
C. New Residence Halls		
Operational Support -- Admin. Affs.	59,400	
Residential Life -- Student Affs.	18,900	
Total		287,400

IV. Central Expenditure Reductions

A. Health Insurance		
Increase Co-Pay from \$10 to \$20	\$ (56,800)	
(NO CHANGE IN CO-PAY)	56,800	
Drug Rider \$10 Brand/\$5 Generic	(18,900)	
Effective at Start of 4th Month	(56,000)	
(NO CHANGE IN EFFECTIVE DATE)	56,000	
Subtotal	<u>(18,900)</u>	
B. Life Insurance (Maximum \$50,000)	(3,000)	
C. Tuition Waiver (90-Day Waiting Period)	(2,400)	
D. Debt Service	(193,600)	
Total		\$ (217,900)

**2 No Co-Pay*
**3 No Start in
4th Month*

Total Proposed FY-93 Expenditure Budget \$ 56,609,300

Total Proposed FY-93 Revenue Budget \$ 56,619,200

Balance \$ 9,900

1992-93 Annual Budget Process -- Health Insurance Costs
(Current Coverage Level)

*Includes Drug
Rider*

Contract	Current Contract			Budgeted 15% Increase* (Effective January 1993)			Increase in Employee Contribution		Additional Employee Cost per 1% Increment Over Budgeted Increase	
	1992 Rate	Employer Contribution	Employee Contribution	1993 Rate	Employer Contribution	Employee Contribution	Per Month	Per Year	Per Month	Per Year
PruCare 100/90/70										
Single	182.45	182.45	0.00	209.82	209.82	0.00	0.00	0.00	1.82	21.84
Two-Party	346.82	182.45	164.37	398.84	209.82	189.02	24.65	295.80	3.47	41.64
Family	388.09	182.45	205.64	446.30	209.82	236.48	30.84	370.08	3.88	46.56
PruCare 100/100/75										
Single	196.32	182.45	13.87	225.77	209.82	15.95	2.08	24.96	1.96	23.52
Two-Party	373.20	182.45	190.75	429.18	209.82	219.36	28.61	343.32	3.73	44.76
Family	417.61	182.45	235.16	480.25	209.82	270.43	35.27	423.24	4.18	50.16

04-07-92

1992-93 Annual Budget Process -- Health Insurance Costs
(With Proposed Plan Adjustments)

Contract	Current Contract with Generic Drug Adjustment and \$20 Co-Pay (4% Decrement)			Budgeted 15% Increase If Proposed Adjustments are Implemented (Effective January 1993)			Increase in Employee Contribution		Additional Employee Cost per 1% Increment Over Budgeted Increase	
	1992 Rate	Employer Contribution	Employee Contribution	1993 Rate	Employer Contribution	Employee Contribution	Per Month	Per Year	Per Month	Per Year
PruCare 100/90/70										
Single	175.15	175.15	0.00	201.42	201.42	0.00	0.00	0.00	1.75	21.00
Two-Party	332.95	175.15	157.80	382.89	201.42	181.47	23.67	284.04	3.33	39.96
Family	372.57	175.15	197.42	428.46	201.42	227.04	29.62	355.44	3.73	44.76
PruCare 100/100/75										
Single	188.47	175.15	13.32	216.74	201.42	15.32	2.00	24.00	1.88	22.56
Two-Party	358.27	175.15	183.12	412.01	201.42	210.59	27.47	329.64	3.58	42.96
Family	400.91	175.15	225.76	461.05	201.42	259.63	33.87	406.44	4.01	48.12

04-07-92

Savings → \$100-150 TO Employee

1992-93 Annual Budget Process
Preliminary Phase
Fixed Cost Projections

Student Affairs

	<u>Budget Base</u>	<u>+ or (-) Change</u>	<u>Proposed Budget</u>
A. Student Financial Aid			
1. Institutional Scholarships and Awards - Unit 8450			
4355 Presidential Scholarships	200,000	0	200,000
4355A Fine Arts Scholarship	49,703	5,287	54,990
4355B Undergraduate Academic Housing	14,520	17,380	31,900
4355C Deans' Scholarship	54,990	5,850	60,840
4355L Minority Educ. Opp. Tuition Award	56,270	0	56,270
4355M Special Academic Awards	15,000	0	15,000
4355S Scholarships & Fellowships General	0	0	0
4356 Part-time Student Award	14,400	0	14,400
4356D Minority Educ. Opp. Housing Award	7,920	9,480	17,400
4356I CCSB Scholarships	<u>10,000</u>	<u>0</u>	<u>10,000</u>
Subtotal	422,803	37,997	460,800
2. Statutory/Contract Tuition Waivers - Unit 8455			
4355F Vet's Dependent Scholarship (515)	19,350	(4,350)	15,000
4355G Senior Citizen Scholarship	7,920	4,080	12,000
4355N Vet Dependent Scholarship (505)	11,280	0	11,280
4356A IRS Employee Tuition Award	12,960	(5,460)	7,500
4356H Commonwealth Scholarship Program	55,800	0	55,800
4356K Consortium Tuition Waiver	18,000	(6,000)	12,000
4356U Ohio Tuition Waiver--Undergraduate	<u>300,000</u>	<u>17,100</u>	<u>317,100</u>
Subtotal	425,310	5,370	430,680
3. Graduate Fellowship/Tuition Waivers - Unit 8460			
4355L Minority Educ. Opp. Tuition Award	16,620	0	16,620
4355S Scholarship & Fellowship General	0	0	0
4355T Chase Excellence Scholarship	13,850	1,050	14,900
4355U Chase Activity Awards	8,310	630	8,940
4355W Commonwealth Legal Studies Schol.	102,490	(12,490)	90,000
4356F Ohio Tuition Waiver--Graduate	228,000	0	228,000
4356L Ohio Tuition Waiver--Chase	<u>172,000</u>	<u>0</u>	<u>172,000</u>
Subtotal	541,270	(10,810)	530,460

Fixed Cost Projections - Student Affairs
1992-93
Page 2

		<u>Budget Base</u>	<u>+ or (-) Change</u>	<u>Proposed Budget</u>
B.	Intercollegiate Athletics			
1.	4355I Tuition Scholarships	147,059	12,280	159,339
2.	4355K Books and Supplies Scholarships	8,550	683	9,233
3.	4356N Board Scholarships	20,666	2,273	22,939
4.	4356M Room Scholarships	<u>36,006</u>	<u>10,802</u>	<u>46,808</u>
	Subtotal	212,281	26,038	238,319
GRAND TOTAL		1,601,664	58,595	1,660,259



MEMORANDUM

TO: J. Michael Thomson
Faculty Senate President

FROM: Leon E. Boothe *Leon E. Boothe*
President

DATE: April 1, 1992

SUBJECT: Scholarships – Fixed Cost Increase for FY 92–93

In response to your request for information concerning the scholarship item in the fixed cost portion of the budget, I am enclosing a more detailed listing of the scholarship programs funded by the University. Traditionally, the scholarship budget has been treated as a fixed cost so that annual increases in tuition and fees do not erode the number of scholarships awarded in each program. (I have also included material from the NKU Scholarship and Award Policy and Procedure Manual which contains the policies governing each program.) New scholarships or an increase in the number awarded are not treated as fixed costs but must compete during the budget process for new funds. Although any department can seek funding for new scholarships, the process is coordinated by the Vice President for Student Affairs through the Office of Financial Aid.

Tuition and fees will increase in 1992–93 a total of 10.6% for undergraduate resident students, 9.7% for graduate students, and 7.6% for Chase students. Nonresident tuition and fee increases will vary from 4.9% to 6.7%. By reallocating within the base to reflect historical spending patterns, the actual increase of \$58,600 requested for 92–93 represents an increase of only 2.34%, well below the overall rate increase. Included in the \$58,600 is an increase in housing scholarship budgets in order to cover the increased cost of room and board associated with the new residence halls. Beginning in the fall of 1992, board plans are required of all residents of Kentucky, Commonwealth, and Norse Halls. This increase in scholarship aid accounts for \$39,935 of the fixed cost allocation.

We are unable to provide you with a detailed breakout of scholarship recipients by state of residency. However, the policy statements will show you which programs are available to nonresidents and whether or not the full out-of-state tuition is awarded. Clearly the major cost for Ohio residents is associated with reciprocity which, in the current year-to-date, has assisted 193 upper division undergraduates, 172 graduates, and 24 law students. Ohio students generally compete very well for all academic scholarships for which they are eligible.

To respond to your final question, most of our institutional scholarships are awarded on the basis of academic accomplishments rather than need. Traditionally, NKU has found it difficult to compete for top scholars when need is a criterion for selection. The Student Financial Aid

J. Michael Thomson
April 1, 1992
Page #2

Committee, on which Professors Neely and Rhynhart are currently serving as Senate representatives, has felt strongly that a majority of NKU's scholarships should continue to target students who exhibit high academic potential rather than financial need. Even with the federal assistance programs, we are rarely able to meet a student's total need.

I realize that this is a complex issue and that my response may generate other questions. I encourage you to contact either Robert Sprague or Cynthia Dickens if you have other questions or need additional information. Both are available and willing to assist the Senate with these concerns.

tlm

pc: President's Staff

PART I - INSTITUTIONAL SCHOLARSHIPS

NAME: CHASE ACTIVITY AWARD

PURPOSE: To provide recognition of student activities in areas of service to the Law School community.

ELIGIBILITY CRITERIA:

1. President of Student Bar Association.
2. Editor of the Law Review.
3. Business Manager of the Law Review.

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

1. Full tuition at in-state tuition rates.

DURATION:

One academic year, Fall and Spring semester, not including Summer Term.

SELECTION PROCEDURE:

1. The elected President of Student Bar Association.
2. Editor and Business Manager of Law Review, who are appointed.
3. The Assistant Dean of the Law School notifies the Office of Financial Aid when these recipients are selected.

MINIMUM HOURS OF ENROLLMENT:

Part time enrollment, 8 semester hours.

BACKGROUND:

See Commonwealth Scholarship for Legal Studies for historical background of all Chase Scholarships.

NAME: CHASE EXCELLENCE SCHOLARSHIP

PURPOSE: To honor exceptional scholastic performance at each class level.

ELIGIBILITY CRITERIA:

1. Top academic full-time student at completion of first and second years of study.
2. Top academic part-time student at completion of first, second and third years of study.
3. Students already receiving another Chase tuition scholarship are not eligible for this award.

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

1. Full tuition at in-state tuition rate.

DURATION:

One academic year, Fall and Spring Semesters, not including Summer Term.

SELECTION PROCEDURE:

1. Top full-time and part-time students, at completion of each class level identified by the Chase Registrar.
2. Selection to take place at the end of Spring Semester or Summer Term for the following academic year.
3. Assistant Dean notifies the Office of Financial Aid of the names of recipients for official notification to recipients.

MINIMUM HOURS OF ENROLLMENT:

Part-time enrollment, 8 semester hours.

BACKGROUND:

See Commonwealth Scholarship for Legal Studies for historical background of all Chase Scholarships.

NAME: CHASE - MINORITY EDUCATIONAL OPPORTUNITY TUITION AWARD

PURPOSE: To implement University Affirmative Action Policy and to encourage enrollment of greater numbers of minority students at Northern Kentucky University's Chase College of Law.

ELIGIBILITY CRITERIA:

1. A minority student as defined by federal guidelines (Minority students are those students belonging to the racial or ethnic groups defined as protected categories by the Department of Health, Education and Welfare).
2. Meet requirements for admission to Chase College of Law.

DISTRIBUTION OF AWARDS:

Two (2) awards will be allocated to Chase Law School each year.

AMOUNT OF AWARD:

Full-time tuition, at in-state tuition rate.

DURATION:

- A. One year, renewable for up to two (2) additional years not including Summer Term for full-time students.
- B. One year, renewable for up to three (3) additional years plus two summer sessions for part-time students.

SELECTION PROCEDURE:

1. All Chase Law School Applicants will be notified of the existence of the Minority Educational Opportunity Tuition Awards.
2. Minority award application forms will be sent to all students along with their letter of acceptance to Chase College of Law. Appropriate application forms and deadlines will be established by the Chase Admissions Committee, in accordance with institutional policy and recruitment.
3. In determining the recipients, the Chase Admissions Committee will consider the candidates' LSDA index number, financial need, and other factors as the Committee deems necessary.

4. The Assistant Dean will notify the Affirmative Action Committee and the Office of Financial Aid of the recipients. The Office of Financial Aid will send official notification to the student.

MINIMUM HOURS OF ENROLLMENT:

Part time enrollment, 8 semester hours.

BACKGROUND:

See Background on Minority Educational Opportunity Tuition Award.

NAME: COMMONWEALTH SCHOLARSHIP FOR LEGAL STUDIES

PURPOSE: To attract the most qualified students and to encourage statewide representation within the student body of the College of Law.

ELIGIBILITY CRITERIA:

1. Must be a resident of Kentucky.
2. Must be admitted to Chase College of Law.
3. Recipients are not eligible for other Chase tuition scholarships.

DISTRIBUTION OF AWARDS:

To ensure geographic diversity, a total of twelve scholarships, with an equal number (4) being given to the eastern, central and western regions.

AMOUNT OF AWARD:

1. Full-time tuition at in-state tuition rate.

DURATION:

1. Three academic years, not including Summer Terms, for full-time students.
2. Four academic years, including two Summer Terms, for part-time students.

SELECTION PROCEDURE:

1. All Kentucky residents will be eligible with the LSAT (Law School Admission Test) and undergraduate grade point average as the quantifiable factors considered. Where, in a given year, absolute equality in numbers between regions might result in a student with substantially lower qualifications from one region receiving a scholarship over a much more highly qualified student from another region, the Committee may to a limited extent deviate from the norm of absolute equality in numbers.
2. In ensuring geographic diversity of scholarship recipients, the student's county of origin will be considered rather than the location of the student's university. In determining county of origin, there will be a rebuttable presumption that the county in which the student graduated from high school is that student's place of origin.

3. The Admissions Committee with the Assistant Dean will make the selections.
4. Recipients approved and names forwarded to the Office of Financial Aid for official notification to recipients.

MINIMUM HOURS OF ENROLLMENT:

Part time enrollment, 8 semester hours.

BACKGROUND:

The first year for the Regional Scholarship, now Commonwealth Scholarship for Legal Studies, program was 1974-75. As indicated in a November 26, 1975 memo from Assistant Law School Dean, Frederick Schneider to Bill Woods, Director of Accounting stated:

The Institutional Scholarships are full tuition scholarships for three years in the Day Division and four years in the Evening Division, and are given to one student in each division each year from each of the state regional universities. This is the second year of operation of the Institutional Scholarship fund . . .

The second reference of record to the Regional (Institutional) Scholarships is in a memo dated December 15, 1975, from Schneider to William Smith, Business Manager:

We are dealing with three kinds of scholarships. The first are scholarships granted to students from regional schools for a period of three years in the Day Division and four years in the Evening Division. The second . . . grants to needy students. The third . . . research scholarships which carry an additional stipend from the Chase Foundation.

A memo dated December 15, 1975 from Schneider to Bill Woods, Director of Accounting, indicates the existence of only one scholarship account for all of the above awards. This is confirmed in an October 4, 1976 letter to the Bursar from Glenn Wells, Assistant to the Law School Dean. Included in the \$30,000 appropriation are the regional scholarships, scholarships to the President of the Student Bar Association, Editor of the Law Review, and the Business Manager of the Law Review. The balance of the appropriation was for tuition grants.

In the 1977-78 academic year scholarships were awarded to the top student in each class, based upon academic achievement.

In 1977-78, the Chase Scholarships were budgeted as follows:

Student Bar Association
Law Review Scholarship
Chase Achievement Scholarship
Chase Tuition Grants
Chase Regional Scholarships

In 1978-79, the scholarships budget consolidated the Student Bar Association and Law Review scholarships into one line item, "Chase Activities Awards" to denote awards granted for a specific activity. The Achievement Scholarships were budgeted with the Tuition Grants. The three accounts in 1978-79 are:

Chase Activity Awards	\$ 1,620
Chase Tuition Grants	\$12,680
Chase Regional Scholarships	<u>\$15,600</u>
	\$29,900

In 1984-85, the Chase Regional was changed to Commonwealth Scholarship for Legal Studies.

NAME: DEAN'S SCHOLARSHIP

PURPOSE: To recognize and honor outstanding academic accomplishments of students currently enrolled.

ELIGIBILITY CRITERIA:

1. Completion of no less than 60 credit hours by the end of the spring semester of 1989.
2. A minimum cumulative GPA of 3.50.
3. A declared major (no pre-majors) at Northern Kentucky University.
4. Attendance in fall and spring semesters of the current academic year and completion of at least 18 credit hours over the two semesters.
5. Enrollment as a full-time undergraduate student throughout the fall and spring semesters of the award year.
6. Students holding any other full tuition scholarships are not eligible.

DISTRIBUTION OF AWARDS:

1. Office of Financial Aid will determine total number of scholarships based on funding available and the award year tuition rate. Office of Financial Aid will subsequently inform Dean's Office.
2. The proportionate distribution of scholarships shall be reviewed by the Dean's Scholarship Committee each year.

AMOUNT OF REWARD:

Full tuition at in-state tuition rate.

DURATION:

One (1) academic year - fall and spring semesters only.

SELECTION PROCEDURE:

1. Dean announces availability of scholarships the first week in March. Information and application forms will be available from departmental offices at that time.

2. Student fills out an application and attaches supporting statement. Student submits these credentials to a faculty member from their academic major.
3. Faculty submits application and supporting documentation to Chair for department nomination.
4. Chairs submit department nominations and supporting documentation to Dean's Office for Dean's selection. All applications, whether recommended or not, are to be forwarded to the Dean's Office
5. Dean reviews and rank orders nominations. Deans will provide the names, rank, and GPA's for their recommended recipients to the Financial Aid Office for final approval.
6. Awards announced (to individual recipient and department). Recipients are recognized during graduation exercises.
7. A student who has previously been awarded another scholarship and chooses to relinquish the Dean's Scholarship will be presented with an honorary certificate of merit honoring him/her as a Dean's Scholar.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

1. Most scholarships awarded at this time are awarded to graduating high school seniors. Little recognition is afforded students with outstanding academic records established as undergraduates.
2. The Dean's Scholarship will encourage and recognize continued academic performance.
3. All students with outstanding academic records as defined in eligibility criteria are eligible for consideration each year.
4. Policy and procedure reviewed and revised. Application form adopted in order for student to initiate process of nomination. Procedures revised in order to accomplish nomination and award earlier.
(Spring 1984)

NAME: FINE ARTS SCHOLARSHIPS

PURPOSE: To honor outstanding potential and accomplishment among students enrolled in the Fine Arts Program.

ELIGIBILITY CRITERIA:

1. Enrolled or intent to enroll in a major field of study in music, theatre, or art, or ensemble participation.
2. Excellence in performance, potential, talent, or aptitude in the arts as demonstrated by audition, interview, or portfolio of work.
3. Letters of reference from former and present instructors.
4. Other related factors such as academic record, special activities, leadership roles, distinctions and honors.

DISTRIBUTION OF AWARDS:

1. Scholarship funds distributed to the three areas of music, theatre, and art are as follows:

AREA	NUMBER OF SCHOLARSHIPS
Music	18-1/4
Theatre	11
Art	6

2. Scholarships may be broken down into 1/4, 1/2, 3/4, or full tuition scholarships.

AMOUNT OF AWARD:

1. Full or partial tuition at in-state tuition rate.

DURATION:

1. One academic year, Fall and Spring semesters.
2. Renewal of scholarship depends upon the following:
 - A. Maintenance of 3.0 GPA or above in the academic major and a 2.5 cumulative GPA or above.
 - B. Participation in departmental activities such as recitals, theatre activities, exhibitions, workshops, and lectures.
 - C. Enrolled as declared or active participant in area granting scholarship.
 - D. Music students must re-audition before music scholarships committee; Theatre students must participate in one major production per year; Art students must have a portfolio review by faculty.

SELECTION PROCEDURE:

1. Applicants submit resume and supportive data listed in Eligibility Criteria above to Fine Arts Department.
2. Fine Arts Scholarship Committee arranges for auditions and interviews.
3. Recommended recipient list submitted to Dean for review.
4. Dean submits approved list to Office of Financial Aid for final approval and notification of recipients.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

The exact beginning of this program is uncertain. One source indicated the initiation of this program to off-set additional costs for music students and the cost of private lessons. The scholarships were proposed by Dr. William Parsons at a budget meeting in approximately 1972. A Spring, 1974 scholarship list sent to the Office of Financial Aid for the Spring semester, 1974 lists awards as follows:

Band	\$1,480
Voice	510
Piano	610
Choir	500
Ceramics	200
Drawing, Painting	150
Printmaking	<u>200</u>
TOTAL	<u>\$3,990</u>

Music and Fine Arts scholarship funding was increased from \$10,000 to \$15,000 in Fiscal year 1979 to meet need for additional scholarships in theatre and art.

NAME: MINORITY EDUCATIONAL OPPORTUNITY HOUSING AWARD

PURPOSE: To implement University Affirmative Action Policy and to encourage enrollment of greater numbers of minority students at Northern Kentucky University.

ELIGIBILITY CRITERIA:

1. A minority student as defined by federal guidelines (Minority students are those students belonging to the racial or ethnic groups defined as protected categories by the Department of Health, Education, and Welfare).
2. Citizen or permanent resident of the United States.
3. Entering freshman and/or graduating high school senior.
4. Evidence of academic achievement such as transcripts, references, achievement on ACT test, or rank in graduating class.
5. In the absence of a sufficient number of qualified entering Freshman or High School Seniors, the Affirmative Action Committee will recommend to currently enrolled minority student(s) who meet the criteria for renewing the award.
6. Applicants must adhere to all University Policies and Regulations related to University residence halls.

DISTRIBUTION OF AWARDS:

1. A maximum of six (6) awards per year.
2. A minimum of two (2) awards of the (6) will be given per academic year.

AMOUNT OF AWARD:

1. Full Room Rental Fee, at the current academic year rate.
2. Recipients will be responsible for fifty dollars damage deposit.
3. Meals are not included.

DURATION:

1. One academic year, Fall and Spring Semester, excluding Summer Terms.
2. Renewable for up to three additional years with maintenance of good academic standing as defined by Northern Kentucky University.

SELECTION PROCEDURE:

1. Student completes scholarship application and submits it along with recommendation from high school or Community Leaders to the Office of Financial Aid.
2. Applicants submitted to Affirmative Action Committee for screening and recommendation.
3. Affirmative Action Committee notifies the Office of Financial Aid for official notification to student.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

This award was established in 1982-83.

NAME: MINORITY EDUCATIONAL OPPORTUNITY TUITION AWARD

PURPOSE: To implement university affirmative action policy and to encourage enrollment of greater numbers of minority students at Northern Kentucky University.

ELIGIBILITY CRITERIA:

1. A minority student as defined by federal guidelines (Minority students are those students belonging to the racial or ethnic groups defined as protected categories by the Department of Health, Education, and Welfare).
2. Citizen or permanent resident of the United States.
3. Entering freshman and/or graduating high school senior.
4. Evidence of academic achievement such as transcripts, references, achievement on ACT test, or rank in graduating class.
5. In the absence of a sufficient number of qualified entering Freshmen or high school seniors, the Affirmative Action Committee will recommend to . currently enrolled minority students who meet the criteria for renewing the award.

DISTRIBUTION OF AWARDS:

1. A maximum of eight (8) new awards per year.
2. Six (6) awards per year will be given to Kentucky Residents.
3. Two (2) awards per year will be given to Non-Residents

AMOUNT OF AWARD:

Full tuition in-state or out-of-state.

DURATION:

1. One academic year, Fall and Spring semesters, excluding Summer terms.
2. Renewable for three additional years with maintenance of good academic standing as defined by Northern Kentucky University.

SELECTION PROCEDURE:

1. Student completes scholarship application and submits it along with recommendation from high school or Community Leaders to the Office of Financial Aid.
2. Applicants submitted to Affirmative Action Committee for screening and recommendation.
3. Affirmative Action Committee notifies the Office of Financial Aid for official notification to student.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

This award was established in 1979-80.

NAME: PART-TIME STUDENT AWARD

PURPOSE: To assist in the recruitment and retention of "non-traditional" students.

ELIGIBILITY CRITERIA:

1. Degree seeking part-time students.
2. First-time freshman must have a composite ACT Test score of 20 or better.
3. Continuing student must have a GPA of 3.25 or better.
4. Students receiving tuition payment from institutional, state, or federal sources are not eligible.

DISTRIBUTION OF AWARDS:

1. Twenty awards per academic year.

AMOUNT OF AWARD:

1. Part-time tuition at in-state tuition rate.
2. Not to exceed tuition for 6 credit hours per semester at in-state rates.

DURATION:

One (1) academic year. Fall and Spring semesters only.

SELECTION PROCEDURE:

1. Applications submitted to Office of Financial Aid.
2. Applications screened by the Scholarship and Award Subcommittee.

MINIMUM HOURS OF ENROLLMENT:

3 semester hours.

NAME: PRESIDENTIAL SCHOLARSHIP

PURPOSE: To recognize outstanding first-time students to Northern Kentucky University.

ELIGIBILITY CRITERIA:

1. First-time applicants to NKU who rank in the top 25% of the graduating high school class or who have an ACT composite score of 25 or higher. (Excluding transfer students, exception See #2).
2. Outstanding graduates of Maysville Community College with a minimum GPA of 3.25.
3. Accepted for enrollment by Northern Kentucky University.

DISTRIBUTION OF AWARDS:

1. Maintain one scholarship for each of the thirty-six high schools now receiving awards in Northern Kentucky.
2. Two scholarships per year to graduates of Maysville Community College.
3. Five out-of-state scholarships will be awarded each year on an at-large basis. Applicants must meet the minimum eligibility criteria. Final selection is to be made by the Scholarship and Award Subcommittee.
4. Remaining funds to be used for scholarship open to all new applicants. Resident tuition rates only.

AMOUNT OF AWARD:

Full tuition in-state or out-of-state.

DURATION:

1. One academic year, excluding summer terms.
2. Renewable for three (3) academic years with maintenance of cumulative grade point average of 3.25 or better and completion of twenty-four (24) semester hours during prior academic year.
3. Maysville Community College Scholarship is renewable for one academic year with maintenance of cumulative grade point average of 3.25 or better and completion of twenty-four (24) semester hours during prior academic year.

SELECTION PROCEDURE:

1. Scholarship and Award Subcommittee will review the applications for the thirty-six Northern Kentucky High Schools and at-large applicants.
2. The Scholarship and Award Subcommittee will establish a procedure for evaluating qualified on the basis of ACT composite scores, class standing, and any other measures the committee deems appropriate. Candidates will be offered scholarships in order of rank until five have accepted.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours per semester.

BACKGROUND:

The first reference of record to the Presidential Scholarship is contained in the Minutes of the Financial Aid Committee dated November 8, 1974. The following policy guidelines were recommended:

1. As of Fall, 1980, renewals of institutional academic scholarships will be granted only if a cumulative 3.25 average has been maintained;
2. In calculating the cumulative grade point average mentioned above, grades earned during the upcoming summer term will not be considered.
3. Once a student loses a scholarship as a result of unsatisfactory grades that scholarship may not be reinstated.

NAME: SENIOR CITIZEN SCHOLARSHIP

PURPOSE: To provide tuition and fee award to Kentucky residents sixty-five years of age or older.

ELIGIBILITY CRITERIA:

1. Resident of Kentucky.
2. Sixty-five years of age or older.

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

1. Full tuition and fees.

DURATION:

Unlimited.

SELECTION PROCEDURE:

1. Age verification at registration.
2. Verification of residency.

MINIMUM HOURS OF ENROLLMENT:

Nonapplicable.

BACKGROUND:

Section 164.284 of the Kentucky Revised Statutes, enacted in 1976 provides for a waiver of tuition and fees for persons sixty-five or older under the following conditions:

1. When any person sixty-five (65) years of age or older, who is a resident of the commonwealth, is admitted and enrolls as a student in any state-supported institution of higher learning in this commonwealth, the board of trustees of the institution or other appropriate institution officials shall waive all tuition charges and fees for such students.

NAME: SPECIAL ACADEMIC AWARD

PURPOSE: To meet the needs of unexpected hardship circumstances which cannot be solved through the normal channels of federal or state programs.

ELIGIBILITY CRITERIA:

1. Students enrolled full-time with documented exceptional circumstances.
2. Recommended by Director of Financial Aid to Financial Aid Committee.
3. Good academic standing (not on probation).

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

Not to exceed cost of tuition.

DURATION:

Not to exceed two semesters, Fall and Spring.

SELECTION PROCEDURE:

1. Unusual circumstances documented for appropriate Financial Aid Staff.
2. Reviewed by Financial Aid Director for alternative means of resolution.
3. Recommended to Financial Aid Committee.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

With the increased funding of state and federal programs of financial aid, there are still certain circumstances which require emergency procedures for reconciliation.

Occasional demonstrations of rare and outstanding academic accomplishments of students in national competition merit recognition in the form of a tuition award.

NAME: VETERANS' DEPENDENTS SCHOLARSHIP (KRS 164.505)

PURPOSE: To provide tuition payments for dependents of servicemen or national guardsmen killed while in service or died as a result of service-connected disability.

ELIGIBILITY CRITERIA:

1. Any person whose parent was a resident of the Commonwealth of Kentucky upon joining the Kentucky National Guard or entrance into military service and who was killed while serving in state active duty, active duty for training, inactive duty training with the Kentucky National Guard or the armed forces of the United States during a national emergency, or war declared by congress or actions of the United Nations or who died as a result of a service-connected disability shall not be required to pay any matriculation or tuition fee upon his admission to any state supported university, junior college or vocational training institution.
2. In order to obtain these benefits, the parent-child relationship must be shown by birth certificate, adoption papers or documentary evidence. The parent's service and the cause of death must be evidenced by certification from the records of the Kentucky Department of Military Affairs or the Veterans' Administration.

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

1. Full tuition.

DURATION:

Unlimited.

SELECTION PROCEDURE:

1. Secure application from the Coordinator of Veteran's Affairs, Financial Aid Office.
2. Application submitted to Department for Human Resources, Kentucky Center for Veteran's Affairs, Louisville, Kentucky.

MINIMUM HOURS OF ENROLLMENT:

No minimum.

BACKGROUND:

Kentucky Revised Statutes, 164.505, enacted 1956; amended 1974.

NAME: VETERANS' DEPENDENTS SCHOLARSHIP (KRS 164.515)

PURPOSE: To provide tuition payments for dependents of permanently disabled national guardsman, war veteran, prisoner of war, or serviceman missing in action.

ELIGIBILITY CRITERIA:

1. The spouse, regardless of age, and any child or orphan of a permanently and totally disabled member of the Kentucky national guard injured while on state active duty, active duty for training, or inactive duty training, a permanently and totally disabled war veteran or prisoner of war or member of the armed services declared missing in action, who is over the age of seventeen (17) and under the age of twenty-three (23) shall not be required to pay any matriculation or tuition fee upon his admission to any state supported institution of higher education.
2. To be entitled to benefits under this section the parent of the child claiming benefits if living must be rated permanently and totally disabled for pension purposes or one hundred per cent (100%) disabled for compensation purposes by the United States Veterans' Administration of the Department of Defense or if deceased the claim to benefits is to be based on the rating held by the veteran at the time of death or if a prisoner of war or missing in action, must have been declared as such by the Department of Defense.

DISTRIBUTION OF AWARDS:

As required.

AMOUNT OF AWARD:

1. Full tuition.

DURATION:

1. To age twenty-three, or
2. Thirty-six months attendance, or
3. Completion of degree or certificate, whichever comes first.

SELECTION PROCEDURE:

1. Secure application from the Coordinator of Veteran's Affairs, Financial Aid Office.
2. Application submitted to Department for Human Resources, Kentucky Center for Veteran's Affairs, Louisville, Kentucky.

MINIMUM HOURS OF ENROLLMENT:

No minimum.

BACKGROUND:

Kentucky Revised Statutes, 164.515, enacted 1960; amended 1966, 1972, and 1974.

NAME: UNDERGRADUATE ACADEMIC HOUSING SCHOLARSHIP

PURPOSE: To attract outstanding undergraduate students to Northern Kentucky University, who would not normally attend and would enrich the university community.

ELIGIBILITY CRITERIA:

1. Recipients must meet university scholarship criteria.
2. Housing scholarship may be awarded in conjunction with, other institutional scholarships, i.e., Minority or Athletic, or separate from other institutional scholarships.
3. Recipients will be responsible for \$50 damage deposit.
4. Recipients will be subject to all university policies and regulations related to university residence halls.
5. First-time freshman must have a composite ACT Test score of 25 or better.
6. Continuing students (must have completed 12 semester hours) must have a cumulative grade point average of at least 3.25.

DISTRIBUTION OF AWARDS:

1. Sixteen awards per academic year (8 rooms).
2. Eight awards for first-time freshman and eight awards for continuing students - (This may be adjusted by the Student Financial Aid Committee.)

AMOUNT OF AWARD:

The current academic year cost of housing only. Meals are not included.

DURATION:

One (1) academic year (fall and spring semester only; excluding summer terms).

SELECTION PROCEDURE:

1. Applications submitted to the Office of Financial Aid.
2. The Scholarship and Award Subcommittee will review all applications and make the final determinations.
3. Consideration will be given to geographical location of application's permanent address.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours.

BACKGROUND:

This scholarship was established effective Fall, 1986.

RECEIVED

MAR 24 1992

IS-16 Page 1 of 2

Office of the Budget

NAME: SCHOLARSHIP FOR COMMONWEALTH SCHOLARS

PURPOSE: To recognize outstanding Kentucky residents who are first-time students to Northern Kentucky University.

ELIGIBILITY CRITERIA:

1. First-time applicants to NKU who have an ACT composite score of 23 or higher, excluding all transfer students.
2. Accepted for enrollment by Northern Kentucky University.
3. Resident of the Commonwealth of Kentucky.

DISTRIBUTION OF AWARDS:

Number of awards dependent upon funding by the General Assembly.

AMOUNT OF AWARD:

Full tuition at in-state tuition rate.

DURATION:

1. One (1) academic year - fall and spring semester only.
2. Renewable for one (1) academic year with the maintenance of a cumulative grade point average of 3.25 or better and completion of twenty-four (24) semester hours during prior academic year.

SELECTION PROCEDURE:

The Scholarship Selection Subcommittee will review the applications. The Scholarship Selection Subcommittee will establish a procedure for evaluating qualified students on the basis of ACT composite scores, class standing and any other measures the committee deems appropriate. Candidates will be offered scholarships in order of rank until all scholarship openings have been filled.

MINIMUM HOURS OF ENROLLMENT:

12 semester hours per semester

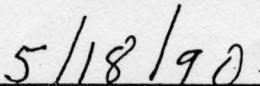
BACKGROUND:

The Scholarship for Commonwealth Scholars was established in May 1990 after the 1990 General Assembly provided funding for "academically distinguished students." The university was regarded as having experience in administering merit-based scholarships. Consequently the General Assembly chose to supplement Northern Kentucky University's existing efforts in merit-based scholarships.

APPROVED:



Leon E. Boothe, President



Date

DRAFT

STRATEGIC PLANNING GOALS

March 1992

I. VISION STATEMENT

Northern Kentucky University shares the belief that all people should have the opportunity, through a comprehensive and affordable education, to fully understand and address the manifold problems and opportunities of the human condition.

NKU is a diverse metropolitan university committed to the concept that quality and innovative academic programs, developed on a base of scholarly excellence and highlighted by good teaching are the core of the University's existence. NKU strives to provide an atmosphere and physical setting that maximize the educational experience.

Beyond the traditional classroom, NKU is committed to serving its metropolitan region by providing a wide array of activities and programs designed to affect a positive impact on the educational, cultural and economic goals of the communities within the region.

II. MISSION STATEMENT

Northern Kentucky University shall serve students living in its immediate environs and offer a broad range of educational programs which emphasize the traditional collegiate and liberal studies. Recognizing the needs of its region, the University shall provide programs primarily at the associate and baccalaureate degree levels.

Subject to careful justification, selected master's degree programs, as approved by the Council on Higher Education, may be offered. The provision of broader graduate education services shall be provided by a graduate education center at Northern Kentucky University in which the participation of one or more advanced graduate education universities is arranged through Northern.

The University should continue to offer health and selected technical programs because it serves as a community college for the area.

Because of its close proximity to other higher education and post-secondary institutions, Northern should foster close working relationships and develop articulation agreements with those institutions. The University should provide applied research, service, and continuing education programs directly related to the needs of its primary service region.

The development of a community studies center encouraging applied research and public service activities would provide a unique opportunity for cooperating with other institutions and for service in the Northern Kentucky area.

Adopted by the Council on Higher Education
January 19, 1977
Revised January 13, 1983

III. MISSION STATEMENT CLARIFICATION

Northern Kentucky University was created in 1968 to bring the benefits of higher education to the region of Northern Kentucky. The principal benefit is, of course, the provision of education at the college level. The establishment of any institution of higher learning provides, in addition, other benefits to the surrounding community, most notably, the institution serves as a resource to, and generally enriches, life in the community. Northern Kentucky University's missions, then, are to educate, to be a resource to the community, and to enrich life in the region. Of the three, the central mission is to provide education, primarily through classroom teaching.

The educational responsibilities delegated to Northern Kentucky University by the General Assembly are related primarily to undergraduate education:

1. The University shares a major purpose of all state universities in the Commonwealth, namely, to provide instruction at the baccalaureate level. At Northern Kentucky University, such instruction includes programs in the traditional arts and sciences--these serve as the core of higher education for all students--and in professional career studies, especially those suitable to the employment needs of the region.
2. The University provides programs of a community college nature, thereby continuing the mission of its predecessor, Northern Kentucky Community College, in accordance with provisions of KRS 164.597.
3. The University offers legal education programs through Chase College of Law in accordance with provisions of KRS 164.020 (8).
4. The University offers post-baccalaureate degrees to serve the needs of a commuting, in-service population. Cooperative arrangements with other institutions may enhance this role.
5. The University offers other non-degree programs designed to meet particular needs in the region.

Although the University was established to serve students in Northern Kentucky, a university education must expose students to a non-parochial environment and to a variety of viewpoints. To benefit all students, the University seeks to ensure diversity in the student body by enrolling individuals with different cultural and economic heritages from outside the immediate University environs.

The institution strives to create an effective and exciting learning environment in order that the central mission of formal education can be realized. Teaching, as the chief mechanism for implementing this mission, is, therefore, the first consideration in establishing and maintaining a quality faculty. Excellence in teaching, moreover, requires continual growth in depth and breadth of knowledge. Scholarship in the broadest sense is expected of all faculty members to ensure their continuing value as teachers. In the context of the University's missions, teaching-related scholarly activity, pure research, and applied research of a community service nature are all valued. Experimentation with programs to enhance further the University's instructional mission is also necessary, but is viewed as an institutional responsibility not necessarily applicable to each individual. Scholarly activity and research at the individual level and experimentation at the group level are important corollaries of the University's mission.

The University is a resource for the community, the primary resource being the expertise of its faculty and staff. To enhance this aspect of its mission, the University initiates programs

of community research and service to meet identifiable regional needs. Service to the community is, like experimentation, a University responsibility. Secondary resources include physical facilities such as libraries, the University Center, recreational and sports facilities, and theaters and galleries, which serve the region as a whole.

The University supports programs and activities to better the overall life of the extended community. Programs such as continuing education, film and lecture series, fine arts presentations, concerts, student activities, and intercollegiate athletics provide the community with educational and cultural enrichment and with entertainment. The provision of such programs involves costs that must be kept in appropriate balance with the formal educational mission of the University.

The University also recognizes the need to create an environment in which each student can develop and assume a productive and positive role in society. For this reason, the University has created a network of student services to assist students in obtaining optimum benefits from the instructional process. Support services and activities provide opportunities for practical application of formal learning. The network of support services includes counseling, student organizations and publications, career development, cooperative education experiences, and testing. To fulfill all of these worthy purposes, the University undertakes activities to foster the welfare and existence of the University itself, since the missions are rendered meaningless should the University cease to exist. Support functions are embodied in all University offices and activities not directly responsible for the three missions of the University. These services are important to the life of the institution as, similarly, scholarship is important to the life of the faculty.

August 13, 1985: Adopted by the Board of Regents April 29, 1987

IV. STRATEGIC PRIORITIES

Northern Kentucky University seeks to be a progressive and comprehensive metropolitan university of regional prominence throughout the midsouth and midwest. This goal will require NKU to maintain and strengthen its emphasis on an outstanding undergraduate liberal education while simultaneously maintaining and developing selected graduate and professional programs of like quality. The primary goal of the university's programs is graduating individuals who understand the manifold problems and opportunities of the human condition. For life in the 21st century, such understanding must be founded on an orientation to a future of expanding change, an appreciation of the interdependent nature of a world society, and development of requisite skills for living in a technological world.

The following five priorities serve as a framework for guiding the University's Strategic Planning Committee in recommending the strategic objectives (Items A-H) that immediately ensue.

1. The university is committed to the principles of collegiality in university governance.
2. Service to students is the highest priority throughout the university.
3. The most significant resource priority of the institution will continue to be the improvement of faculty/staff salaries, benefits, and work environment.
4. Providing an outstanding learning experience is our primary obligation.
5. Supportive relationships among the university and its internal and external constituencies are critical to its growth and success.

LISTING OF STRATEGIC DIRECTIONS

The following objectives, not ranked in order of importance, reflect the five priorities listed above.

A. Academic Objectives

1. Quality of Instructional Environment

Provide adequate funding to insure that:

- a. The University maintains a student/faculty ratio that keeps the use of part-time faculty to no more than 25% of all regular sections, and no more than 33% in any one department.
- b. Libraries properly reflect the university's commitment to intellectual and scientific pursuits.
- c. Computer systems support academic needs for instruction, advising, and student records.
- d. Equipment needed for academic programs is available and up to date.

2. Growth and Quality of Academic Programs

- a. Selectively increase the number and size of Bachelor's and Master's Degree programs (without detracting from the quality of current offerings), as a matter of providing better service to the region, increasing the funding base, and enhancing the reputation of the University.
- b. Develop a collegially governed set of student/faculty ratios that optimize the educational experience.
- c. Implement assessment and program review to guide improvements in the curriculum.

3. Academic Standards

Significantly increase frequency of:

- a. Students taking a foreign language
- b. Students taking a second semester of science
- c. Students adequately prepared for upper-division coursework
- d. Upper division courses
- e. Students participating in an integrated curriculum
- f. Students using computer skills in their coursework.

4. Academic Structure and Support

- a. Provide the staff necessary to support increased numbers of faculty and students.
- b. Develop the ACES program into an access college offering some associate degrees and, where consistent with the mission of the University, expand the option of selective admissions for baccalaureate programs.
- c. Establish high-quality, professional development centers to serve local governments and schools, individuals, and businesses.

5. Student Advising and Professional Development

Improve student advising and student professional development within departments and campus-wide.

B. Salaries/Benefits/Professional Development Objectives

1. Faculty/Staff Salaries

- a. Establish a goal of achieving competitive salaries for full-time faculty (CUPA or equivalent national averages)
- b. Establish a goal of achieving competitive salaries for full- and part-time administrative staff through the development of a series of national, regional and local benchmarks.
- c. Improve the competitive standing of part-time faculty salaries within the greater Cincinnati market.

2. Benefits

- a. Broaden educational and recreational benefits to employees and their families.
- b. Explore the expansion of sick leave benefits and options
- c. Maintain adequate health insurance coverage at minimal cost
- d. Support the building or acquisition of a faculty/staff/alumni center.

3. Staff/Faculty Development

- a. Establish and fund better faculty/staff development programs which support the changing needs of the university community.
- b. Increase promotion and advancement from within by promoting existing qualified NKU staff when appropriate.
- c. Establish a fund to reward departments and/or individuals for outstanding teaching.

C. Student Support Objectives

1. Residential Life

- a. Increase the number of residential students.
- b. Implement a comprehensive residential life plan that includes community activities and housing scholarships to improve the residential environment of the campus.

2. Student Development

- a. Support comprehensive career development programs for both undergraduates and graduates.
- b. Establish better professional ties between NKU students and their career choices.
- c. Make an institutional commitment to a series of student forums on contemporary issues.

3. Student Services

- a. Facilitate the timely and efficient access to and completion of the admission through registration processes.
- b. Expand critical programs and services that benefit groups with special needs in such areas as child care, learning assistance, and duration of business hours.

4. Student Recruitment/Retention

- a. Expand undergraduate reciprocity with the State of Ohio and develop comprehensive articulation with 2-year degree programs in the local area and in the Commonwealth.
- b. Attempt to match enrollment with resources which may require placing a limit on enrollment at 15,000 students with no more than 20% in residence halls.
- c. Develop an enrollment management plan which includes:
 - (1) Specific department strategies, and
 - (2) Strategies for increasing the number of non-traditional, transfer, and better-prepared students.
- d. Improve the retention of first-time freshmen, with particular attention to at-risk students.

D. Multicultural/Diversity Objectives

1. International Faculty and Students

- a. Further develop services for international students and faculty, and promote better coordination of international programs, including faculty exchanges.
- b. Focus on the recruitment of well-prepared international students.

2. Access

Encourage the enrollment and/or participation of more minorities, women, and non-traditional students.

3. Faculty and Staff Recruiting

- a. Make significant progress toward social equity, as reflected in our work force: greater percentages of African Americans and women as tenured faculty and senior level administrators.
- b. Assume a leadership role in the community in the recruitment and retention of African-Americans, and where applicable, women, and not just reflect community norms.

E. Community and General Objectives

1. Constituent Relations

a. Internal Public Relations

Promote effective communications among and between internal audiences and encourage meaningful traditions that strengthen the self-image of the university.

b. External Public Relations

- (1) Assist in increasing the level of constituent satisfaction with university services
- (2) Broaden the academic and service reputation of the University within the region and the Commonwealth.
- (3) Provide opportunities to encourage faculty and staff participation campus and community activities.

2. Budget and Finance

- a. Substantially increase and link academic units' instructional budgets to faculty size, student enrollment, and costs of operation.
- b. Develop fund raising programs to enable continuing growth and improvement, recognizing that state appropriations represent a decreasing proportion of university costs and that the University desires to maintain low tuition.

3. Physical Plant

- a. Implement campus master plan to fulfill campus goals and objectives in accordance with the university enrollment plan while addressing existing problems.
- b. Make better use of the Covington Campus and other facilities external to the main campus.

PROGRAM CHANGE

DEPARTMENT OF ACCOUNTANCY

For all students certifying a major in accounting after the summer 1992 term, the Department is requesting a 2.0 GPA computed on all upper division (300 and 400 level) courses with the prefix of ACC as a graduation requirement.

Justification:

Currently the 2.0 GPA requirement is computed on all of the courses listed on the certification sheet. Students with less than 2.0 in upper division courses are allowed to graduate when their level of competence in accounting is below the level required to perform adequately in any type of accounting function. This GPA requirement will reinforce to our majors the necessity of learning the technical heart of accounting in order to successfully accomplish their career goals in the field of accounting.

CATALOG INFORMATION - COURSE CHANGE FORM

1. CURRENT CATALOG INFORMATION: ACC 300 Intermediate Accounting I (3,0,3) Financial Account
theory and practice in determination of income and valuation of assets and equities for
external reporting; AICPA pronouncements on generally accepted accounting principles; alterna-
tives to these principles; accounting cycle, financial assets (cash, marketable securities, and
receivables), invnetories, and prepayments. AICPA test of concepts administered. PREREQ:
ACC 201 and junior standing; declared major in any bachelor's program.

2. PROPOSED COURSE CHANGE(S) INCLUDE(S):

- 1) Number _____ 4) Prerequisite/Corequisite x (circle one)
2) Title _____ 5) Description _____ 7) Deletion of this course _____
3) Hours _____ 6) Designator _____

Note: Course Change: Any two of the first five
New Course: Three or more of the first five

3. PROPOSED CATALOG INFORMATION: (To be exactly as it is to appear in catalog, double-spaced, complete, etc.; limit course description to 50 words)

ACC 300 Intermediate Accounting I (3,0,3) Financial accounting theory and practice in
determination of income and valuation of assets and equities for external reporting; AICPA
pronouncements on generally accepted accounting principles; alternatives to these principles;
accounting cycle, financial assets (cash, marketable securities, and receivables), inventories,
and prepayments. AICPA test of concepts administered. PREREQ: Junior standing; declared
major in any bachelor's program; ACC 200 and ACC 201 with grades of C or better.

University Editor Signature

4. JUSTIFICATION: Students who have not sufficiently mastered the Principles of Accounting
courses represent the majority of students who fail Intermediate. This prerequisite is
designed to give them a greater opportunity of success in an accounting major.

CATALOG INFORMATION - COURSE CHANGE FORM

1. CURRENT CATALOG INFORMATION: ACC 320 Individual Federal Income Taxation (3,0,3) Struct
theory, and practice of the federal income tax as it relates to individuals, including the &
concepts of gross income, deductions, and tax credits; Internal Revenue Code, Treasury
Regulations, and relevant case law. PREREQ: ACC 201 and junior standing; declared major
in any bachelor's program.

2. PROPOSED COURSE CHANGE(S) INCLUDE(S):

- 1) Number _____ 4) Prerequisite/Corequisite _____ (circle one)
- 2) Title _____ 5) Description _____ 7) Deletion of this course _____
- 3) Hours _____ 6) Designator _____

Note: Course Change: Any two of the first five
New Course: Three or more of the first five

3. PROPOSED CATALOG INFORMATION: (To be exactly as it is to appear in catalog, double-spaced, complete, etc.; limit course description to 50 words)

ACC 320 Individual Federal Income Taxation (3,0,3) Structure, theory, and practice of the
federal income tax as it relates to individuals, including the concepts of gross income,
deductions, and tax credits; Internal Revenue Code, Treasury Regulations, and relevant
case law. PREREQ: Junior standing; declared major in any bachelor's program; ACC 200
and ACC 201 with grades of C or better.

University Editor Signature

4. JUSTIFICATION: Students who have not sufficiently mastered the Principles of Accounting
courses represent the majority of students who fail Individual Federal Taxation. This
prerequisite is designed to give them a greater opportunity for success in an accounting
major.