

1996-

UNIVERSITY OF NORTHERN IOWA  
ANNUAL FINANCIAL REPORT  
FOR THE YEAR ENDING JUNE 30, 1997

---

97

1996-

ANNUAL FINANCIAL REPORT  
FOR THE FISCAL YEAR ENDED  
JUNE 30, 1997

---

97

UNIVERSITY OF NORTHERN IOWA  
CEDAR FALLS, IOWA

Issued by the  
University of Northern Iowa  
Office of the Controller  
Gary B. Shontz,  
Controller and University Secretary

---

# Table of Contents

<b>Introductory</b>	Page
Letter of Transmittal.....	2-8
Sources and Uses of Current Funds.....	9
Certificate of Achievement.....	10
The Governing Board.....	11
Administrative Organizational Chart.....	12

<b>Financial</b>	Exhibit
<b>Independent Auditor's Report</b> .....	14
<b>Financial Statements</b>	
Balance Sheet.....	A.....16-17
Statement of Changes in Fund Balances.....	B.....18-19
Statement of Current Funds - Revenues, Expenditures and Other Changes.....	C.....20
Notes to Financial Statements.....	22-34

<b>Statistical</b>	Schedule
<b>Financial</b>	
Selected Financial Data.....	1.....37
Current Fund Revenues by Source.....	2.....38-39
Current Fund Expenditures by Function.....	3.....40-41
Revenue per Full Time Equivalent Student.....	4.....42
Cost per Full Time Equivalent Student.....	5.....43
Scholarships & Fellowships per Full Time Equivalent Student.....	6.....44
Cost of Attendance.....	7.....45
Revenue Bond Coverage.....	8.....46-47
<b>Nonfinancial</b>	
Selected Nonfinancial Data.....	9.....48
Degrees Granted.....	10.....49
Enrollment Projections.....	11.....50

<b>Acknowledgements</b> .....	51
-------------------------------	----

1996-

INTRODUCTORY SECTION

---

97

November 18, 1997

To President Koob, Members  
of the Board of Regents, and  
Citizens of the State of Iowa

In accordance with Iowa Code Sections 262.23 and 262.25, we are pleased to submit the Annual Financial Report for the University of Northern Iowa for the fiscal year ended June 30, 1997. The Controller's Office is responsible for both the accuracy of the presented data and the completeness and fairness of the presentation. In that regard, we are confident that the information presented is accurate in all material respects and the necessary disclosures have been made which enable the reader to obtain an understanding of the University's financial activity and condition.

The report has been prepared in accordance with generally accepted accounting principles (GAAP) for governmental colleges and universities as promulgated by the Governmental Accounting Standards Board (GASB). As allowed by GASB, the financial statements are presented in conformity with GAAP as established by the American Institute of Certified Public Accountants (AICPA) and the National Association of College and University Business Officers (NACUBO). The report is presented in three sections as follows:

**Introductory Section.** Includes this transmittal letter, a Certificate of Achievement for Excellence in Financial Reporting, a listing of the Governing Board, and the University's organizational chart.

**Financial Section.** Includes the independent auditor's report on the financial statements, the financial statements and notes to financial statements.

**Statistical Section.** Includes selected financial and nonfinancial data. This information is presented for the last ten years to facilitate the interpretation and analysis of trends affecting the financial health of the University. The Higher Education Price Index (HEPI) has been applied to certain financial data. This index adjusts for inflation to clarify actual dollar to constant dollar trends.

The University of Northern Iowa is governed by the State Board of Regents which holds the corporate powers of the University. Since the University is not deemed to be legally separate, the University is reported as part of the State of Iowa, the primary government, as required by generally accepted accounting principles. For reporting purposes, the University of Northern Iowa includes all departments, accounts, and activities of the University and its component unit. Please refer to Note A in the Notes to Financial Statements for a complete description of the reporting entity and the blended component unit.

**Description of Institution.** The University of Northern Iowa serves Iowa through a tripartite mission of education, research, and service. Northern Iowa has served Iowa continuously for over 120 years. Founded in 1876 as Iowa State Normal School, the school became Iowa State Teachers College in 1909, and State College of Iowa in 1961. In 1967, the College achieved full university status and was renamed the University of Northern Iowa.

Today, Northern Iowa is a comprehensive university of approximately 13,000 students and 800 faculty. The student body represents every county in Iowa, 39 states, and nearly 50 foreign countries. Over 95 percent of the students are from the State of Iowa.

The University offers over 120 undergraduate majors, and graduate programs at the Master's, Specialists, and Doctoral levels. Building on its traditional strength in teacher education, Northern Iowa offers nationally recognized programs in its colleges of Business Administration, Humanities and Fine Arts, Education, Natural Sciences, Social and Behavioral Sciences, and Graduate College.

The University is accredited by the North Central Association of Colleges and Universities. Individual programs are accredited by several national accrediting agencies. Northern Iowa is a member of the American Association of

State Colleges and Universities (AASCU), the American Association of Colleges for Teacher Education (AACTE), and the Council of Graduate Schools in the United States.

## Economic Condition and Outlook

The University of Northern Iowa is one of three state universities subject to the governance of the State Board of Regents. The State of Iowa has a long and respected tradition for its commitment to education and, accordingly, provides the largest portion of the University's unrestricted operating revenues. Despite economic highs and lows experienced by the State, state appropriations have remained relatively stable. However, the trend over the past ten-year period indicates that student tuition and fees have increased at a faster rate than state appropriations, as noted in Schedules 2 and 4. In fiscal year 1987-88, each dollar of tuition was matched by \$3.10 of state appropriations. This compares to \$2.98 in fiscal year 1996-97.

As detailed in Schedule 9, the University has generally enjoyed a steady trend of increased enrollment. This trend peaked in Fall 1991 and 1992 when enrollment exceeded 13,000. The Fall 1996 enrollment of 12,957, for all student levels, is an increase of 155 over Fall 1995. Despite fluctuations, enrollment has increased 13.3% over the last ten-year period. Enrollment projections indicate a growth trend with enrollment approaching 13,508 by the year 2007. This represents a potential 4.3% increase over the next ten year period.

## Major Initiatives

Major initiatives during fiscal year 1996-97 included progress under the aegis of the University's Strategic Plan; a long-term effort to reorganize personnel and invest in infrastructure for information technology functions; and construction projects for new campus physical facilities to meet the University's academic and programmatic needs. In addition, UNI provides essential services in areas such as business development and technical assistance to businesses and communities throughout the State of Iowa.

**Strategic Planning.** Under the leadership of UNI President Robert Koob, the development of University goals and academic programs is guided by a long-range strategic plan. The plan was created by a University-wide committee and endorsed by the Iowa Board of Regents. The Plan's four major goals are:

- 1) Intellectual Vitality: Create and maintain an intellectually demanding and stimulating environment for all members of the University community;
- 2) Community: Create and nurture a sense of community within the University;
- 3) Resources: Effectively manage internal resources and aggressively seek external resources to support University programs and aspirations; and
- 4) External Relations: Develop appreciation and support for the values, programs and services of the University.

Progress toward Strategic Plan goals and objectives is measured through "performance indicators," which are quantitative measures against an established baseline for each goal and subgoal. This progress is presented for approval to the Iowa Board of Regents, the University's governing body.

**Qualities of an Educated Person (QEP) Initiative.** A component of the UNI Strategic Plan, QEP seeks to reach consensus on the qualities UNI graduates would develop through their educational experience at UNI, both in the classroom and through extracurricular activities, campus life and experiential learning opportunities. This initiative is a coordinated series of studies involving UNI faculty, staff, students, alumni and community members. In fiscal year 1996-97, working groups of faculty, students and staff conducted a series of studies under the auspices of UNI's Center for the Enhancement of Teaching. In April 1997 the UNI Foundation sponsored the first in a series of Presidential Symposia on the subject. Progress toward this goal is measured and reported to the Iowa Board of Regents.

**Information Technology Initiatives.** In 1996-97 the University contracted with Lucent Technologies, Inc. for the design and installation of a new, campus-wide voice/data system to replace an obsolete analog telephone system.

Progress continued toward an upgrade of campus computing and networking infrastructure, improving the data access of campus buildings and user groups. Several new academic buildings, administrative areas and residence halls were re-wired. The goal of these projects is to improve technology-based resources to meet the instructional and administrative needs of UNI students, faculty and staff.

**Physical Facilities.** During fiscal year 1996-97, construction continued on the \$18 million Recreation/Wellness facility for the University community. Occupancy of office and classroom areas is scheduled for Fall, 1997, with recreation and aquatic facilities scheduled for completion in early 1998. Construction was also completed on an all-weather polyurethane outdoor athletic track for intercollegiate athletics and campus and community wellness programming. In June 1997 the University community broke ground for the Gallagher-Bluedorn Performing Arts Center, a \$21 million facility funded through a partnership of state appropriations and private donations. The air-supported fabric roof of the Field House (UNI-Dome) was approved to be replaced during 1998 with a \$10.9 million structural support system which combines metal and fabric roof membranes. At the close of the fiscal year, preliminary plans were underway for a \$12 million renovation of Lang Hall, built in 1901, the oldest academic building on campus.

**Scholarship Campaign.** In 1997 the University of Northern Iowa Foundation Board of Trustees identified scholarship fund development as a major need. Building on the success of the 1991-95 "Leading, Building, Sharing" Capital Campaign, the University of Northern Iowa community is embarking on a major scholarship initiative to secure gifts and commitments to fund and endow new scholarships for UNI students. This initiative is being planned as Phase I of a long-term, comprehensive campaign.

**Service to Iowa.** UNI provides comprehensive assistance and economic development for Iowa's communities and small businesses. UNI's "Service to Iowa" programs are a tangible link between the University and the State of Iowa's needs. The centers serving clients, communities, and businesses are:

**Agriculture-Based Industrial Lubricant (ABIL) Research Program.** The ABIL Research Program studies and promotes agricultural-based oils such as soybean, corn, canola and sunflower for use in hydraulic and industrial applications. In 1997 ABIL launched its first commercial application of soy-based products.

**Applied Technology Program.** The Applied Technology Program transfers technology to entrepreneurs and small businesses throughout the state. Staff members provide services such as prototype development, product development and testing, plastics applications, process enhancements, business plan development, capital acquisition assistance and market planning. A major initiative is the Iowa Plastics Technology Center, which assists plastics manufacturers statewide.

**Iowa Waste Reduction Center (IWRC).** The IWRC provides free, confidential on-site environmental assistance to Iowa small businesses. On-site visits are followed by reports regarding regulatory compliance and a pollution prevention plan for the facility. The IWRC is actively involved in applied research, seeking practical solutions for the small business.

**Management and Professional Development Center.** The Management and Professional Development Center provides education and training (at UNI or the work site) tailored to the individual needs of public and private sector organizations. Staff members have extensive experience in industry.

**Strategic Marketing Services.** Strategic Marketing Services helps small businesses grow by helping them identify marketing strategies to penetrate domestic and international markets. This is accomplished through long-term market research and technical assistance provided by University staff with private industry experience.

**Metal Casting Center.** The Metal Casting Center provides a testing and applied research center where Iowa metal casting industries can come for consultation and assistance in new technologies. UNI is one of only 30 universities in the country recognized for excellence by the Foundry Education Foundation.

**Small Business Development Center.** The Small Business Development Center provides technical assistance to small businesses, linking resources to identify and resolve issues in marketing, accounting, finance, information management and organizational development.

## Financial Information

**Internal Control Structure and Budgetary Controls.** Management of the University is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgements are routinely made to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles.

The adequacy of internal control procedures is reviewed by the Office of Auditor of State as an integral part of the annual audit. In addition, the University's Operations Auditor performs periodic review of specific internal control procedures.

Management also maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the State Board of Regents. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by account and function within an individual fund. Budgetary control is also exercised over sponsored projects as defined in grant and contractual agreements with external agencies. The University also maintains an encumbrance accounting system as a significant element of the budgetary control system. At year end, legally encumbered amounts for the General Educational Fund are carried to the next fiscal year without reversion of appropriations. For further information on encumbrances refer to Note A of the Notes to Financial Statements.

As demonstrated by the statements included in the financial section of this report, University management continues to meet its responsibility for sound fiscal management.

**University Functions.** The University accounts for operations through the fund groups described in Note A. The following schedule presents a comparison of educational and general revenues for the fiscal year ended June 30, 1997 to the prior year's revenues. All amounts in this letter are expressed in thousands.

Current Funds Revenues—Educational and General				
	Amount	Percent of Total	Increase (Decrease) from 1996	Percent of Increase (Decrease)
<b>Unrestricted</b>				
Tuition & Fees	\$ 33,398	27.2	1,238	3.8
Federal Appropriations	368	0.3	23	6.7
State Appropriations	76,014	62.0	4,266	5.9
State Appropriations-Tuition Replacement	4,180	3.4	313	8.1
Federal Grants & Contracts	521	0.4	(51)	(8.9)
State Grants & Contracts	219	0.2	(59)	(21.2)
Other Gifts, Grants & Contracts	833	0.7	96	13.0
Investment Income	1,108	0.9	(367)	(24.9)
Sales & Services of Educational Activities	<u>5,957</u>	<u>4.9</u>	<u>712</u>	13.6
Total Unrestricted	<u>122,598</u>	<u>100.0</u>	<u>6,171</u>	
<b>Restricted</b>				
Federal Appropriations	1,868	11.4	(215)	(10.3)
State Appropriations	204	1.3	117	134.5
Federal Grants & Contracts	10,075	61.8	117	1.2
State Grants & Contracts	2,863	17.5	(334)	(10.4)
Other Gifts, Grants & Contracts	1,285	7.9	(314)	(19.6)
Endowment Income	<u>23</u>	<u>0.1</u>	<u>(14)</u>	(37.8)
Total Restricted	<u>16,318</u>	<u>100.0</u>	<u>(643)</u>	
Total Revenues - Educational & General	\$ <u>138,916</u>		<u>5,528</u>	



Changes in revenue were highlighted by:

- Tuition and Fee revenue increased by \$1.238 million which was primarily the result of a 3.52% increase in the basic fees for fiscal year 1996-97.
- State Appropriations increased \$4.266 million which was the direct result of appropriations for salary increases and programs.
- Investment Income decreased \$.367 million due to less principal available for investing from Academic Building Construction Funds for the Wellness/Recreation Center.
- Sales and Services of Educational Activities increased \$.712 million due to either increased or new activity in Conferences and Visiting Services, Sports Camps, Price Lab School, School of Music Tours, and Rural Business Enterprises Program.

The following schedule presents a comparison of educational and general expenditures and mandatory transfers for the fiscal year ended June 30, 1997 to prior year's expenditures and transfers.

Current Funds Expenditures & Mandatory Transfers—Educational and General				
	<u>Amount</u>	<u>Percent of Total</u>	<u>Increase (Decrease) from 1996</u>	<u>Percent of Increase (Decrease)</u>
<b>Unrestricted</b>				
Instruction	\$ 48,450	41.5	2,003	4.3
Research	812	0.7	90	12.5
Public Service	6,358	5.4	986	18.4
Academic Support	20,602	17.6	2,311	12.6
Student Services	4,431	3.8	405	10.1
Institutional Support	14,155	12.1	467	3.4
Operation & Maintenance of Plant	11,879	10.2	(1,291)	(9.8)
Scholarships & Fellowships	5,209	4.5	474	10.0
Mandatory Transfers	<u>4,886</u>	<u>4.2</u>	<u>(251)</u>	<u>(4.9)</u>
<b>Total Unrestricted</b>	<u>116,782</u>	<u>100.0</u>	<u>5,194</u>	
<b>Restricted</b>				
Instruction	752	4.6	(123)	(14.1)
Research	1,387	8.5	56	4.2
Public Service	7,529	46.2	(343)	(4.4)
Academic Support	651	4.0	53	8.9
Student Services	5	0.0	(120)	(96.0)
Scholarships & Fellowships	6,136	37.6	(171)	(2.7)
Mandatory Transfers	<u>(142)</u>	<u>(0.9)</u>	<u>5</u>	<u>(3.4)</u>
<b>Total Restricted</b>	<u>16,318</u>	<u>100.0</u>	<u>(643)</u>	
<b>Total Expenditures &amp; Transfers - Educational &amp; General</b>	<b>\$ <u>133,100</u></b>		<b><u>4,551</u></b>	

Changes in expenditures and mandatory transfers were highlighted by:

- All functional categories generally increased over the previous year due to an overall 3.16% increase in salary, wage, and fringe benefit expense. Other changes are explained below.
- Research increased \$.90 due to increased support for Faculty Research Grants and the Recycling and Reuse Technology Transfer Center.
- Academic Support increased \$2.311 due to both the establishment of programs for Undergraduate Research and Experiential Learning and the reorganization of Information Technology Services within the Academic Affairs division.

- Student Services increased \$.405 due primarily to the salary and wage increase mentioned above and a budget reallocation to Admissions for publications and printing expense.
- Scholarships & Fellowships increased \$.171 due to an increase in matching funds for Federal Work Study compared to the previous year.

**Auxiliary Enterprise Operations.** The University's Auxiliary Enterprise Fund is comprised primarily of the Residence System, J.W. Maucker Student Union, Intercollegiate Athletics, and the Field House. While the auxiliary enterprises are managed as essentially self-supporting activities, the General Educational Fund provides support to certain auxiliaries where the emphasis is on student service rather than direct reimbursement for all activities. This support is provided to J.W. Maucker Union, Intercollegiate Athletics, and the Field House (UNI-Dome).

The major auxiliaries operate under formally approved budgets which, in the case of auxiliaries funded by bond issues, provide for all mandatory transfers to improvement funds, bond reserve funds, and debt service funds. Management's objective is to maintain Plant Fund reserves at levels adequate to properly maintain and improve auxiliary facilities through renovation, alteration, and equipment replacement.

**Debt Administration.** Outstanding revenue bonds totaled \$69.946 million at fiscal year-end. This amount consists of \$54.356 million in Academic Building Revenue Bonds, \$14.275 million in Residence System Bonds, \$.050 million in Student Union Bonds, and \$1.265 million in Field House Bonds.

Revenue bonds totaled \$72.986 million outstanding for the previous fiscal year. The net decrease of \$3.040 million is detailed in Note H of the Notes to Financial Statements.

**Cash Management.** It is the responsibility of the Board of Regents and its Banking Committee to set investment policy in accordance with Chapter 12C of the Code of Iowa. The Board delegates management and oversight responsibility at the University to the Vice President of Administration and Finance and Treasurer. Investment transactions are reviewed monthly by the Operations Auditor.

By Board policy, the University funds may be invested in the following instruments: 1) obligations of the United States government, its agencies and instrumentalities, 2) certificates of deposit and other evidences of deposits at federally insured depository institutions, 3) prime bankers' acceptances, 4) commercial paper or other short-term corporate debt, 5) repurchase agreements, 6) investments authorized for the Iowa Public Employee Retirement System, 7) open-end management investment companies organized in trust form registered with the Securities and Exchange Commission under the Investment Company Act of 1940, and 8) the Common Fund for Non-Profit Organizations. The primary goals of the investment policy, in order of priority, are: 1) safety of principal, 2) maintaining the necessary liquidity to match expected liabilities, and 3) obtaining a reasonable return.

The University operates an unrestricted portfolio, a restricted portfolio, and an endowment portfolio. The University uses professional managers for endowment funds and a portion of unrestricted funds. Restricted funds and the remaining unrestricted funds are invested by the University Controller. Investment performance is measured using the time-weighted total return method prescribed by the Investment Counsel Association of America. Board policy requires that institutional treasurers adopt a "buy and hold" philosophy. For that reason, it is understood that institutional portfolios may not perform as well as the indices. However, performance of the institution's portfolio is evaluated relative to, and expected to compare favorably with, the following indices:

For the Operating Portfolio:

- 1) 91-Day Treasury Bills
- 2) Merrill Lynch 1-3 yr. Government
- 3) Merrill Lynch 1-3 yr. Government/Agency

For the Restricted Portfolio:

- 1) Merrill Lynch 1-3 yr. Government

For the Endowment Portfolio:

- 1) Standard and Poor's 500 Stock Index
- 2) Lehman Intermediate Government/Corporate Index
- 3) MSCI EAFE Index

The average yields were as follows:

■ Operating portfolio	6.24 percent
■ Restricted portfolio	6.36 percent
■ Endowment portfolio	16.84 percent

The University's investment performance ranks favorably on a weighted basis with the above noted indices.

**Risk Management.** The State of Iowa self-funds on behalf of the University for losses related to workers' compensation of all University employees, general liability (tort claims), and property (casualty losses) other than that belonging to auxiliary enterprises. For further information refer to Note K of the Notes to the Financial Statements.

## Other Information

**Independent Audit.** The Office of Auditor of State is required by Chapter 11 of the Code of Iowa to annually audit all departments of the State. The accompanying financial statements of the University of Northern Iowa have been audited by the Office of Auditor of State in accordance with generally accepted auditing standards and Chapter 11 of the Code of Iowa.

In addition, the Office of Auditor of State conducts a single audit under the requirements set forth in the Single Audit Act and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. This report is issued under separate cover.

**Certificate of Achievement.** The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the University of Northern Iowa for its Annual Financial Report (AFR) for the fiscal year ended June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.


In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized AFR, whose contents conform to program standards. Such AFR must satisfy both generally accepted accounting principles and applicable legal requirements.


A Certificate of Achievement is valid for a period of one year only. The University of Northern Iowa has received a Certificate of Achievement for the last five consecutive years. We believe our current report continues to conform to the Certificate of Achievement program requirements, and we are submitting it to GFOA.

**Acknowledgements.** Appreciation is expressed to the Office of the Controller, Office of Public Relations, and other University offices for their efforts in assisting us in the preparation of this report.

This report expresses our commitment to maintain our financial statements in conformance with the highest standards of financial accountability. This commitment also extends to the presentation of informative and accurate statistical information. We believe the report clearly conveys that the University of Northern Iowa is a fiscally sound and dynamically managed institution that is positioned to meet the educational and service needs of the citizenry.

Respectfully submitted,

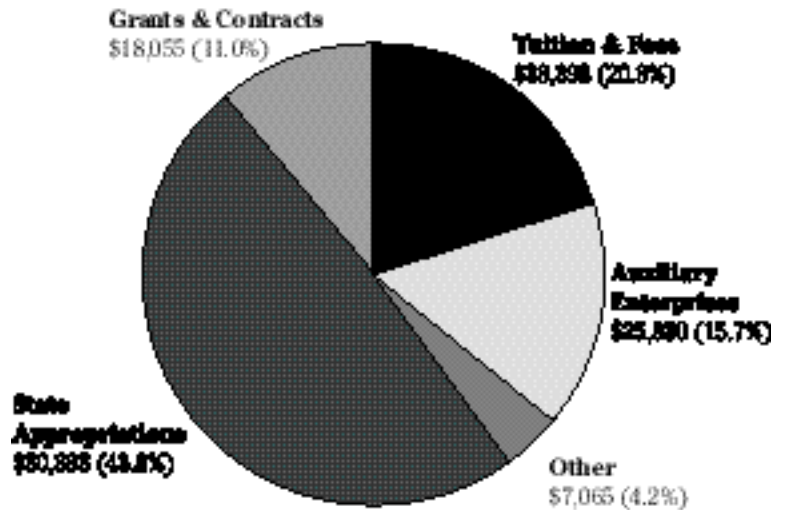
  
Gary B. Shontz  
Controller and  
University Secretary

  
John Conner  
Vice President for Administration  
and Finance and Treasurer

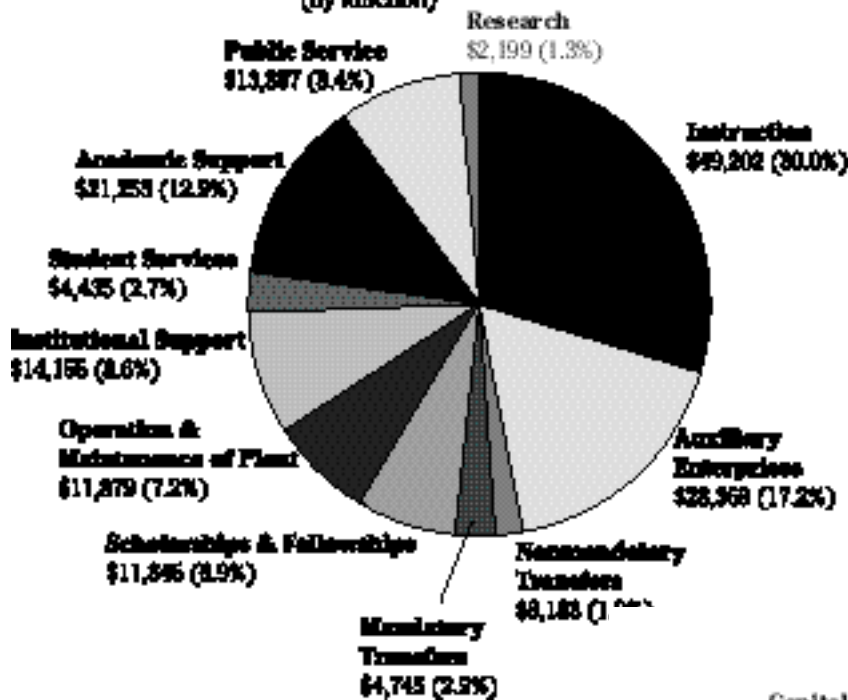
**University of Northern Iowa**  
**Sources and Uses of Current Funds**

June 30, 1997  
 (expressed in thousands)

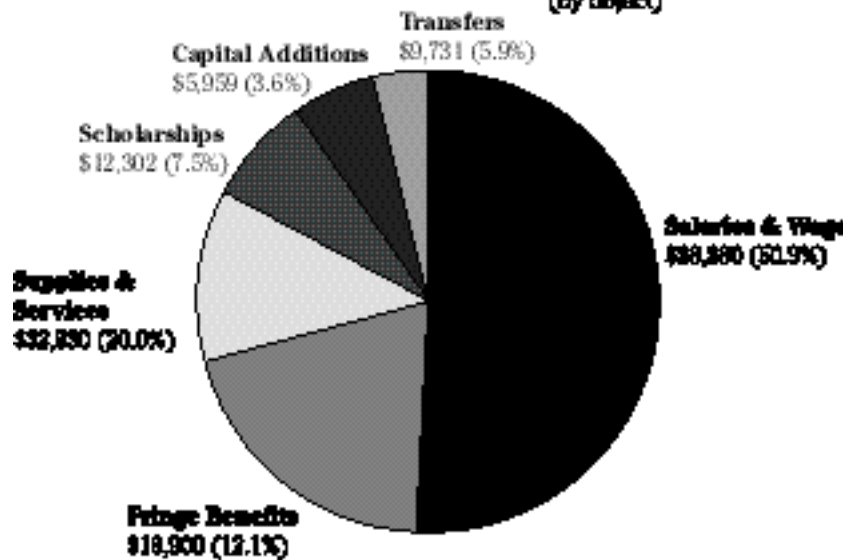
**Revenues  
 (by source)**



**Expenditures & Transfers  
 (by function)**



**Expenditures & Transfers  
 (by object)**



# Certificate of Achievement for Excellence in Financial Reporting

Presented to

## University of Northern Iowa

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended  
June 30, 1996

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



*Linda N. Savitsky*  
President

*Jeffrey L. Essler*  
Executive Director

# The Governing Board

**1996-97**

The University of Northern Iowa, together with the State University of Iowa, Iowa State University, the Iowa Braille and Sight Saving School, and the Iowa School for the Deaf, is governed by the Iowa State Board of Regents consisting of nine members.

## **Iowa State Board of Regents**

### **Officers of the Board**

Owen J. Newlin, President  
R. Wayne Richey, Executive Director

### **Members of the Board (As of June 30, 1997)**

	Term Expires
Thomas C. Dorr, Marcus	June 30, 1997
Aileen F. Mahood, Ida Grove	June 30, 1997
John E. Tyrrell, Manchester	June 30, 1997
Owen J. Newlin, Des Moines	June 30, 1999
Nancy C. Pellett, Atlantic	June 30, 1999
James Arenson, Center Pointe	June 30, 1999
Ellengray G. Kennedy, Bancroft	June 30, 2001
Roger Lande, Muscatine	June 30, 2001
Beverly A. Smith, Waterloo	June 30, 2001

### **Officers of the University (As of June 30, 1997)**

**President of the University**  
Robert D. Koob, B.A., Ph. D.

**Vice President and Provost**  
Nancy A. Marlin, B.A., M.S., Ph. D.

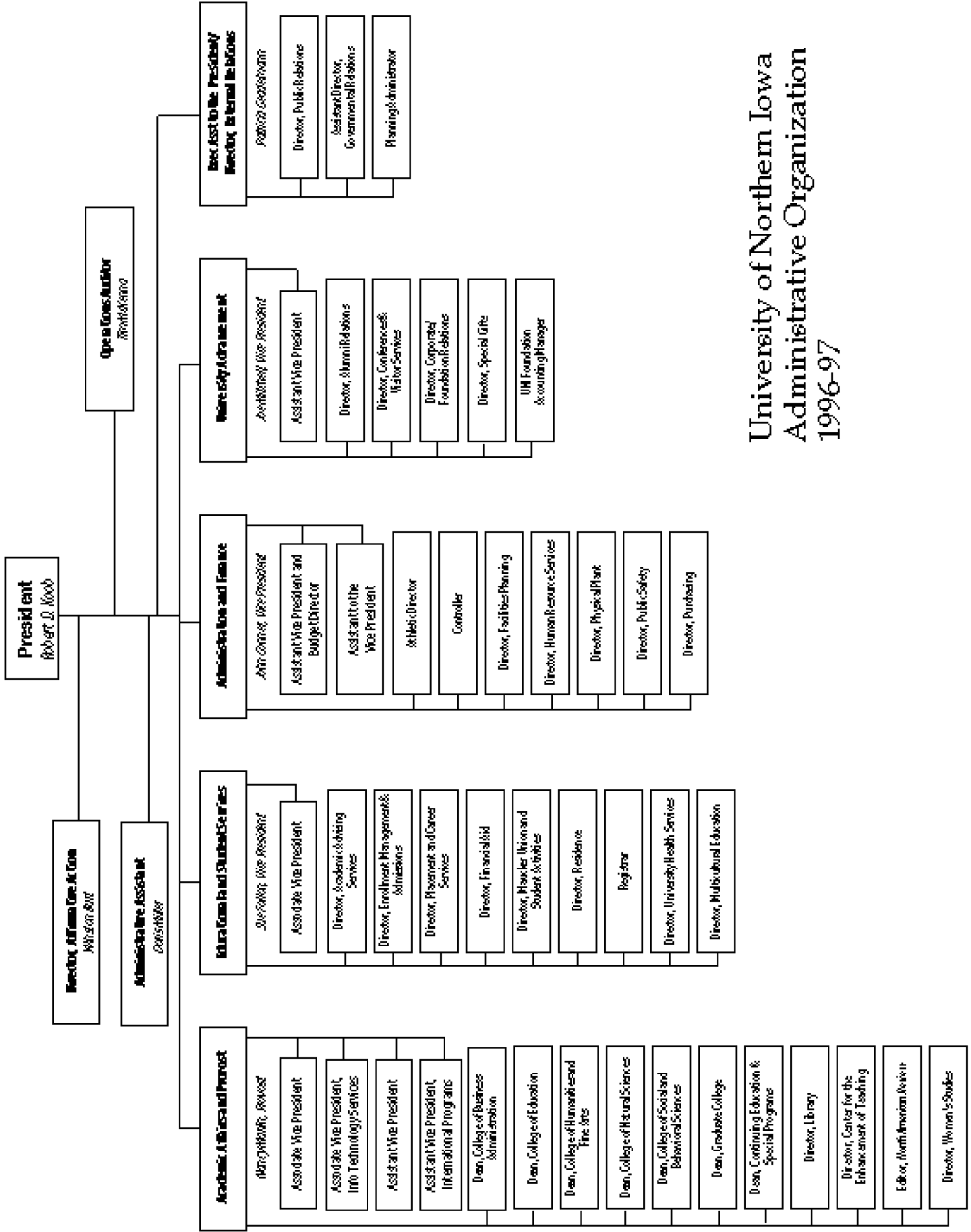
**Vice President for Administration and Finance and Treasurer**  
John E. Conner, B.S., M.A.

**Vice President for Educational and Student Services**  
Sue E. Follon, B.S., M.A., Ed. D.

**Controller and University Secretary**  
Gary B. Shontz, B.B.A., M.A.E., Ed. S.

**Vice President for University Advancement**  
J. Joe Mitchell, B.A., M.S. Ed., Ed.D.

**Executive Assistant/Director of External Relations**  
Patricia L. Geadelmann, B.A., M.A., Ed.D.



University of Northern Iowa  
Administrative Organization  
1996-97