

**MINUTES**  
**OF THE ACADEMICS AND STUDENT AFFAIRS COMMITTEE**  
**OF THE BOARD OF REGENTS**  
**WESTERN KENTUCKY UNIVERSITY**

September 25, 1998

**AGENDA ITEM 1 - Call to Order**

Required statutory notice having been given, the meeting of the Academics and Student Affairs Committee of the Board of Regents of Western Kentucky University was held in the Regents Conference Room of the Wetherby Administration Building on the Western campus. The meeting was called to order at 1:45 p.m., CDT, by Ms. Lois Gray, Chair.

**AGENDA ITEM 2 - Roll Call**

Committee members present were:

Ms. Kristen Bale  
Ms. Stephanie Cosby  
Ms. Lois Gray

Dr. Raymond Mendel was absent.

Also present from the Board were Regents Loafman, Martin and Tennill.

On the agenda for discussion only were the following items:

- Plan to increase part-time faculty salaries
- Post-tenure review policy
- Impact of Sophomore Housing Policy on fall 1998 Occupancy
- Faculty Salary Adjustment Report (Benchmark comparisons--Impact of Spring 1998 Adjustments)
- Enrollment Update
- Status Regarding Regional Post-Secondary Education Centers

**AGENDA ITEM 3 - Plan to increase part-time faculty salaries**

A schedule of part-time faculty compensation was distributed for discussion purposes and is reflected below:

PART-TIME FACULTY COMPENSATION SCHEDULE  
**[FOR DISCUSSION]**

It has become increasingly apparent that part-time faculty compensation at Western has fallen below desirable levels, in terms of both equity and market competitiveness. Assessments ranging from the Institutional Review, to Faculty Senate resolutions, to internal administrative studies have documented this point.

As a first step in addressing this issue, effective January 1, 1999, the Part-Time Faculty Compensation Schedule at Western will be increased by approximately 10% from the current

base.

	<u>Old Rate</u> (Per three-credit course)	<u>New Rate</u> (Per three-credit course)
Grade I	\$990	\$1100
Grade II	1080	1200
Grade III	1270	1400
Grade IV	1360	1500

For the current fiscal year, funds for these adjustments will come from reallocation from budgeted, vacant positions in Academic Affairs. By the end of the Fall 1998 semester, a plan will be developed to bring part-time faculty salaries in line with those at peer, "benchmark", institutions over a three year period. The recurring funds needed for these salary adjustments will come primarily from budgetary reallocations, including the transfer of funds from optional retirement faculty positions that become vacant. The long term feasibility of any plan will necessitate a change in budgetary practice that will require inclusion of part-time faculty positions in the annual COLA/merit salary adjustment pool. Only in this way can the achievement of parity with benchmark institutions be sustained over time

Dr. Barbara Burch, Provost and Vice President for Academic Affairs , noted that the first step in addressing (which is reflected in the schedule) will become effective January 1, 1999, by using reallocation dollars from the division. A plan will be developed over the next couple of months for bringing the part-time salaries to benchmark within a designated time.

#### **AGENDA ITEM 4 - (Draft) Post-tenure Review Policy**

##### POST-TENURE REVIEW POLICY **FOR DISCUSSION**

The special university committee appointed to consider a post-tenure review policy for Western completed its work early this summer. The committee's draft policy recommendation has been widely circulated on campus with a request for comment from faculty members, department heads, deans and others. It was initially anticipated that minor changes might be required and that the proposed policy would be submitted for Academic and Student Affairs Committee (ASAC) approval in September and Board of Regents approval in October. However, as a result of these campus-wide discussions, we anticipate that more substantial changes will be made in the draft policy before it is finalized and submitted to ASAC and the Board of Regents for approval. The final policy recommendation should be ready for presentation to the Board at the January, 1999 meeting. That timetable will allow for implementation of the new policy in the Fall of 1999 as originally scheduled.

Modifications to the draft policy that are now under consideration include:

-simplification of the policy statement primarily through consolidation of separately listed evaluation criteria.

-closer integration of the proposed post-tenure review process with the existing faculty evaluation processes, to include:

>substituting the post-tenure review process for the regular annual performance review process every fifth year.

>using the regular department tenure review committees, which are now used for tenure and progress toward tenure reviews, for the post-tenure review process within the departments.

>creating college-level post-tenure review committees to insure an extra-departmental assessment of individuals under review. Membership on such a committee would be determined through election by the college faculty from nominees submitted by each department. Two representatives from other colleges would also be elected to each of the college-level post-tenure review committees. College committees would make their recommendations to the dean.

-clarifying that the role of department and college post-tenure review committees would be to evaluate the accomplishments and performance of individuals under review. Determination of appropriate rewards or remediation would be the responsibility of department heads, college deans, and the provost.

-faculty members who have held tenure for five years or less would be placed in the five-year review cycle based the number of years since they received tenure. Faculty members who have been tenured for more than five years would be placed in the five-year review cycle through a random selection process.

This document was discussed in the July Academics and Student Affairs Committee meeting. The draft policy has been widely circulated on campus and modifications which now are under consideration are reflected in this updated version. It is agreed that simplification of the implementation process is needed. *This item will come forth in a recommendation form at the January meeting.*

#### **AGENDA ITEM 5 - Impact of the Sophomore Housing Policy on Fall '98**

##### **Occupancy**

This item was also submitted as informational. A copy is filed in the Board's official files. Dr. Jerry Wilder reviewed the information which shows the first-year impact of the policy to have increased occupancy by 9% (391) from the 1997-98 academic year. It also shows that second and third semester freshmen are retained at a higher rate, up 470 from Fall 1997. In addition, this has produced about \$500,000 of additional revenue which has allowed for the budgeting of some facility improvement as well as caused the University to not have to significantly increase housing rates for this year. As a point of clarification, it was noted that the policy only requires a student to live on campus four semesters.

#### **AGENDA ITEM 6 - Faculty Salary Adjustment Report (Benchmark comparisons--Impact of Spring 1998 Adjustments)**

Dr. Barbara Burch reviewed the two informational items submitted to the Committee for discussion. The first document, which reflects how last year's appropriation of \$425,000 including benefits and \$346,000 in salary dollars were distributed is shown below:

## **1998-99 Faculty Salary Recommendations Western Kentucky University**

### **1. Regular Salary Recommendations**

- A. All regular faculty, hired on or before December 31, 1997 and performing in a fully satisfactory manner, received a cost-of-living (COLA) salary increase of 1.7 percent for 1998-99.
- B. All regular faculty employed for three or more months in 1997 were eligible for consideration for merit increases from a merit salary pool of 2.3 percent. Actual faculty merit increase percentages (in addition to the 1.7 percent COLA increase) ranged from 0.00 to 5.60 percent.
- C. Fourteen faculty members and nine staff members received less than 1.7 per cent COLA salary increases. Five of the twenty-three were new hires ineligible for increases. One was a staff employee who had just received a significant promotion. One regular faculty member is retiring. Four optional retirees received no increase due to leave status or late plans to fully retire. Seven faculty members and two staff members received less than 1.7 percent due to individual performance. Three staff members in the Water Quality Lab received no increases due to failure of the revenue-dependent unit to keep revenues and expenditures in balance.

### **2. Faculty Promotions**

Twenty-five (25) faculty members received salary increases for promotions in rank.

### **3. Faculty Salary Adjustments**

Tenured and tenure-track faculty members, with fully satisfactory performance, were eligible for faculty salary adjustments from a pool of \$425,000 (\$346,608 in salaries and the rest for associated benefit costs) set aside to improve faculty salaries. A faculty salary adjustment plan was developed to be implemented over a four-year period to achieve the goal of moving faculty salaries across campus to a favorable marketplace competitive position by discipline and rank, relative to benchmark institutions. In Phase I of the faculty salary adjustments, it was deemed desirable to include as many eligible faculty members as possible, within the criteria applied.

Colleges received faculty salary merit allocations based upon the number of eligible faculty members. This college merit pool accounted for approximately 50 percent of the available funds. Each college utilized a system that evaluated both faculty members and programs to differentiate quality levels of performance. Approximately 25 percent of the faculty salary adjustment pool was allocated to recognize those faculty performing satisfactorily with 11 or more years of service at Western Kentucky University. The remaining 25 percent was allocated as a special request pool to recognize such factors as exceptional performance, special equity considerations, disciplines with noncompetitive salaries, programs of distinction, faculty members with salaries most seriously deficient comparable to benchmark salaries, and other special circumstances. In making these faculty salary adjustment recommendations, special consideration was given to faculty members with the rank of Associate Professor and Professor. The College of Education and Behavioral Sciences and the Ogden College of Science, Technology, and Health were also specially considered in light of overall benchmark levels. These two ranks and these two colleges appeared to be most in need of faculty salary adjustments based upon benchmark salary comparisons. Actual faculty salary adjustments ranged from \$0 to \$2,232. Faculty salary adjustment increases ranged from 0.00 to 4.38 percent (overall average was 1.47 percent for eligible faculty members).

### **4. Overall Faculty Salary Increases (Regular Salary Increases + Promotions + Faculty Salary Adjustments)**

Overall, individual total faculty salary increases ranged from \$0 to \$7,512. Individual total faculty salary increase percentages ranged from 0.00 to 11.66 percent.

The second document, *1997-98 Faculty Staffing & Salary Benchmark Comparisons*, is attached to the minutes as Exhibit A.

Ms. Gray commented, "I know that we have to live within the budget, but I would like to see us budget aggressively to help address this and get us a little bit higher. I don't want to be just average; I want us to be able to attract the best and keep the best."

Ms. Bale suggested that there be a study of full-time faculty to ensure that the part-time faculty do not outweigh full-time in certain areas. Dr. Burch pointed out that, compared to peer institutions, in many of the categories, we are well within the range. Numbers indicate that 27.6 percent of the heads on this campus who teach are part-time, but when looking at the actual hours taught, 83 percent of everything taught on this campus is taught by full-time faculty. *It was requested that additional information be provided to the committee which reflects the number of part-time faculty by department.*

#### **AGENDA ITEM 7 - Enrollment Management Information**

Dr. Luther Hughes, Associate Vice President for Academic Affairs for Enrollment Management, reviewed the '98 Fall enrollment figures which reflects an increase of 248 students bringing the total enrollment to 15,087. Numbers will be adjusted following a period of students being dropped for non payment of fees; however, it is anticipated that after this occurs, there will still be an increase of approximately 250 students over last year. The overall off-campus enrollment has increased with Fort Knox holding even and the Glasgow and Owensboro enrollment is up by a combined 28%. Attention is being focused on the graduate area; incentive grants will provide opportunity for recruiting at the graduate level.

Dr. Ransdell pointed out that not only is enrollment up, but the average ACT score is up by four tenths of a percent.

#### **AGENDA ITEM 8 - Status Regarding Regional Post-Secondary Education Centers**

Dr. Burch reported very positive progress is being made on the regional Post-Secondary Education Centers as reflected in President Ransdell's August memorandum to the Board. Continuous work in this partnership is very, very positive; all parties feel good about the direction this is going.

Ms. Gray inquired about the status of the Faculty Regent election, noting that Bylaws require an October 1 election. Dr. Burch reported this process is on target; her office works with the Chair of the Faculty Senate, and develops a list of individuals who are eligible to vote in this election. The notice will go to the faculty on October 1; eligibility lists of department representatives will be posted in the departments. There are

dates for each step; nominations are due back by October 15, and are certified by the 20th. The first date possible for a vote would be November 5.

Under other business, Ms. Bale complimented Dr. John Carmichael and members of the Symphonic Band for their accomplishments in qualifying for representation at a national convention and suggested appropriate recognition for this group and the highlighting of other groups who excel. A resolution of appreciation will be drafted for the October Board meeting.

With nothing further to come before the Committee, motion for adjournment was made by Ms. Bale and seconded by Ms. Cosby. The meeting adjourned at approximately 2:40 p.m.