Brief Reflections...from the Chair

At the end of my second term as Chair, it is time now to be brief. I have said what was needed to be said in an honest and straight-forward way. Many of you have given your verbal support and for that, I thank you. I would also like to thank the Senate Executive Committee, and the standing committee chairs, whose advice and understanding were heavily drawn upon during many difficult meetings, decisions, and times. Thanks also go to the press--the College Heights Herald, WBKO Television, the Daily News and the Courier-Journal--for always quoting me accurately and for being interested in our cause in the first place. Our power rests in our abilities to work well with the media in an honest, open, and free-discussion manner.

To Faculty Senate XV--the baton is now handed to you. The race seems to have no end, but the spoils can only go to those who refuse to drop out of the running. Our needs are real. Represent us well.

Bart White
The meeting was called to order by Chair White at 3:30 p.m. The minutes for the March 14 meeting will be considered at the April 23 meeting since they were not included in your agenda materials. Senators absent without representation were: James Bingham, Whitney Combs, John Faine, Wade Ferguson, Jan Garrett, Robert Hansen, Gordon Jones, Kaveh Khatir, Michael Lasater, Nancy Minix, Joyce Rasdall, Arnold Redman, Thomas Roberts, Carolyn Stringer, Beverly Veenker, Jo Ann Verner.

Executive Committee Report: Chair White reported that April 23 will be the next and first meeting of Senate XV. An expression of appreciation was made by the chair to all committees for their excellent work this past year and to their leadership chairs. Without people the work of the Senate wouldn't be possible. Communication with the administration has been good this year and the presence of the vice president and president has been a welcomed addition to our meetings as well as informative. Election of officers will occur at the next meeting. Media coverage has been excellent this year and our hats-off to the reporters. Bart ended with a thank you to all for their support and hard work.

Faculty Regent's Report: The chair expressed thanks to Regent Evans for carrying the message of the Faculty Senate to the board. Regent Evans reported gloom of the recent AAUP faculty salary report showing Western at the bottom of Kentucky state universities in ranks of professor and associate professor, although faculty have shared similar feelings to him before this report. A discussion about the WKU Credit Union has occurred. It is a very important benefit to faculty and employees. It also functions as an independent organization without any authority given to the Board of Regents for its operation. Regent Evans sees no concern regarding the operation of the credit union.

Special Comments: The chair asked the president to comment on contract letters and the budget. The intent is to have contract letters out by the end of the semester. An open budget hearing meeting was recently held to discuss the budget picture. It takes about $450,000 for a 1% raise. Fixed costs, salary, and Western XXI should drive the budget. Reallocation of funds would be necessary to reflect Western XXI. The budget review this time has involved reports by all budgeted departments which was very time consuming but beneficial. Additional monies for the upcoming year will not be abundant. Cuts will be made to reallocate funds. Budget meetings are open. The reserve fund has been built up to 2 million dollars which should be about 3% of the $102 million budget. This would be money for non-budgeted, emergency purposes. After fixed costs, salaries will be the next consideration. The budget committee has suggested an 8% salary increase for next year and reallocation of funds will need to occur for that amount of money is not available. Other institutions have put more into salaries at the cost of
increasing class size, released-time, or other shifts. Food services and health services are being studied with recommendations to come on the operations. There will be cuts made in formulating the next budget.

OLD BUSINESS

Resolution on Part-Time Faculty- Second Reading: Senator Glaser moved an amendment to reverse the order of items two and three making item two compensation and item three quality control in the resolution. Seconded. Passed. Vice President Haynes asked if the issue of part time faculty would be addressed separate from another issue of graduate assistants and the proposing committee agreed. Senator Wesolowski computed that if the 1.6 million dollar athletic deficit was available, the university could replace all part time faculty with full time faculty. The amended motion passed:

The Faculty Senate recommends that President Meredith appoint a task force to study the following part time faculty issues:
1. scope of the problem
2. compensation
3. quality control

Resolution on Budget Analysis - Second Reading: Senator Hunter, a former Senate athletic budget author speaking in favor of the motion, reported that in 1987 his report made similar recommendations for which no major changes have occurred. In fact things have not changed since 1985 and the first Senate report of overspending in athletics, just the excuses. Broken promises of budget restraint continue. Applause supported the protest of continued athletic overspending. The motion passed:

The Faculty Senate at Western Kentucky University endorses the four (4) recommendations of the Fiscal Affairs Committee in their report entitled "Athletic and Other Spending at Western Kentucky University".

The Senate further urges the administration to follow the stated recommendations throughout the 1991-92 and 1992-93 budget years.

Recommendations

1. The administration of Western Kentucky University should set spending priorities consistent with the University's educational mission. Future budget decisions should unequivocally put educational programs first, not rob them to pay for intercollegiate athletics.

2. In keeping with the text of Western XXI, spending for intercollegiate athletics should conform more closely to athletic revenues, and budget overruns should be eliminated, as they have been in academic and administrative areas.

3. Whatever money is saved by reducing athletic spending should be reallocated to instructional budgets and colleges so that
faculty can achieve the first and most important mission of the university—educating our students.

4. We recommend that copies of this report be forwarded to the Associated Student Government, the Board of Regents, and President Meredith, who has now assumed personal responsibility for managing athletic spending. Copies should also be made available to the faculty.

NEW BUSINESS

Faculty Opinion Survey: Results of the second year of the faculty opinion survey were released. Senator Bruni reported that a detailed report will come at the next meeting in writing since the report was just tallied without analysis. 334 responses were received from faculty which is over 50% and sampling research would consider that a sufficient return. The results of the first and second survey are very close. Faculty ranked highest their working relations with other faculty, followed by the Senate's performance and ranked lowest the spending priorities of the university. Expression of appreciation for compiling the results was expressed to Senator Bruni and Kulenschmidt.

Announcements:

Senator Bussey announced that the next meeting of the AAUP chapter will be April 25, 1:30 p.m., in the Faculty House.

Adjournment was at 4:45 p.m.
The meeting was called to order by Vice Chair Glaser following the completion of the January extended meeting. Minutes for the January and February meeting will be submitted at the March meeting for approval. Senators absent without representation were: John Bruni, John Crenshaw, Wade Perfusion, Norman Hunter, Gordon Jones, John Jones, Michael Lasater, Gary Mckercher, Raul Padilla, Carolyn Stringer, Thomas Syre, Jo Ann Verner, Bart White.

Executive Committee Report: Vice Chair Glaser reported that departmental elections for senators will occur in February with at-large college elections following in March. Chair White will be conducting the elections. The issue of the WKU Credit Union and the Senate newsletter was misinterpreted by Regent Chambless. The newsletter exists as a forum for faculty opinion and was used as such. The Credit Union had no association with the printing of the article in the newsletter.

Academic Affairs Committee: Senator Janice Masannat reported that the committee did receive 175 survey responses. A copy of the survey results were distributed. The committee will proceed with study of the topics. Comments relative to the issues will be welcomed by the committee.

OLD BUSINESS

Resolution on Athletics- Second Reading:

Be It Resolved: The Faculty Senate, in reference to the final Western XXI report approved by the Board of Regents, recommends that the university place athletics in the desirable category not essential and

Be It Resolved: That the funding, which is a drain on university resources, be curtailed through a reduction in expenditures and/or an increase in revenues, as stated in the Western XXI report. Passed.

Resolution Concerning Classroom Instruction/ Comprehensive Exams- Second Reading:

Senator Flynn distributed a handout showing the recent change in wording regarding comprehensive exams adopted at the January 31, 1991, Board of Regents meeting which read:

Encourage the development of interrelationships among the content and insights of courses and disciplines and encourage the use of comprehensive final examinations where feasible.

This reflects a change in wording from the December 12, 1990 version. A motion was made and seconded to table indefinitely
the resolution. A tie vote occurred, therefore, motion was defeated. A vote on the resolution then passed.

A motion was made to postpone definitely the Resolution on a Tobacco-Free Workplace until the next meeting. Passed.

NEW BUSINESS

Survey of Faculty Opinion: A motion was made and seconded to conduct the survey again this year. The chair declared that the motion would have one reading. President Meredith addressed the item which assesses his job performance be given the same courtesy given to faculty, namely, more than one item being related to performance and confidentiality. Senator Hackney suggested that the Executive Committee study this matter and report back at the next meeting. Also, a lack of quorum exists to vote today on this issue. A motion for adjournment was made, seconded, and passed at 5:05 p.m.
FACULTY SENATE MINUTES
January 17, 1991

The meeting was called to order by Chair White at 3:35 p.m. The minutes of the December 6, 1990 meeting were approved as submitted. Senators absent without representation were: Whitney Combs, Jan Garrett, Gordon Jones, Michael Lasater, Gary Mc Kercher, Nancy Minix, Eric Pennington, Sylvia Pulliam, Carolyn Stringer, William Traugott, Jo Ann Verner.

Executive Committee Report: The chair expressed concern for the Gulf War situation. The resolutions presented today are for a first reading and senators are encouraged to receive feedback from their constituency. Upon request from the Professional Responsibilities and Concerns Committee, the chair has appointed an Ad Hoc Committee on Media Services to study this service area. A book review was included in the last Senate newsletter on athletic spending and will be addressed during this meeting.

Faculty Status and Welfare Committee: Senator Kuehn reported that the Senate Salary Survey is completed and distributed at this meeting. A code notation was added this year to explain the different type of salary adjustments. Comparisons within the department and university-wide are available. The study should be shared with departmental faculty by senators. The committee is now studying ways to increase faculty compensation and released-time distribution.

Academic Affairs Committee: Senator Janice Masannat reported on the questionnaire sent to faculty the past week for input and thus far has received 133 returns. The survey results will be used to direct the committee's study.

Report on College Sports, Inc.: The chair commented on the book, College Sports, Inc., as it relates to the role of athletics in higher education. A book review was done by Arvin Voss in the last Senate newsletter. The different myths of college athletics are covered regarding contributions, alumni enrollments, entertainment, winning costs, academics, budgets, and salaries. The topic is timely for Western since we are in the process of hiring a new athletics director. The recent NCAA meeting has been encouraging relative to curbs and reform in athletic programs. 50 hours per week is commonplace for the pursuit of football. Academic standards are coming into question. Be familiar that this work exists.

Faculty Regent's Report: Regent Evans commented that there is a real concern by the board and administration regarding athletic expenditures as evidenced at the last Board of Regents meeting. He feels that progress has been made by the board with a genuine concern for athletics in the Western XXI report. A second comment centered around the Senate resolution on comprehensive exams. This is a faculty matter and maybe revisited by the board. Passing matters with one reading by the board, sometimes leaves no time for reflection by members and this concerns Regent Evans.
NEW BUSINESS

Resolution on Western XXI Athletics

The resolution was read by Senator Otto in the form of a motion and seconded. Discussion followed concerning the changed placement of athletics from the desirable category to the now essential category. However, review of this program is still in the Western XXI document and expenditures are to be curtailed by either cutting costs and/or increasing revenues. The area of athletic spending has been a major concern of the Senate over time. The motion was amended by Senator Kuhlenschmidt to read:

The Faculty Senate recommends that athletics be placed in the desirable category of the Western XXI document and that the drain on resources be curtailed by reducing expenditures and/or increasing revenues as stated on page 26 of Western XXI.

The motion to amend was passed and rewording is to be worked out before the next meeting. Another motion to amend was made by Senator Bluhm to read:

Athletics should not be subsidized out of the general fund.

The motion was defeated. A first reading was declared ended by Chair Glaser.

Resolution on Administrative Policy and Classroom Instruction

Senator Kuhlenschmidt presented the motion which was seconded. Discussion followed on freedom in the classroom by faculty members and the policy statement in the Western XXI document regarding comprehensive learning and comprehensive exams. An amendment to the motion was proposed by Senator Charles Bussey to add:

And Be It Further Resolved: that the Faculty Regent is requested to have the Board of Regents formally reconsider this matter and revise the Western XXI draft to conform to the spirit of academic freedom.

The amendment was seconded. Discussion followed regarding the amendment. The Faculty Handbook on page 35 addresses the faculty members right to develop tests and examinations. Regent Evans expressed concern with the Western XXI document regarding section 3 and evaluation of teaching by the university, not mentioning faculty and how this is to be done. Is this a violation of academic freedom? Another comment was made by Senator Wesolowski that this amendment speaks against the university prescribing a specific classroom activity. Discussion of the university making policy statements on classroom activity without the topic being discussed by a body representing the faculty or the Academic Council is unprecedented. Is the Faculty Handbook or Western XXI the governing document(s) for faculty? The intent of the resolution was to address a "gatekeeping issue" of academic policy not being addressed by the university faculty. After lengthy discussion the amendment was passed. A first reading was accepted by the chair.
Resolution For A Smoke-Free Workplace

Senator Kuehn introduced the resolution which was seconded. Discussion followed regarding which university buildings would be covered by this resolution. Could designated areas for smoking be assigned? Comment was made that only the "Resolved" statements of the motion are germane not the "Whereas" statements.

An amendment was made by Senator Mike Klein to change the first whereas to include statistics on the effects of smoking and to drop the second and fourth whereas statements. Seconded.

Senator Hackney asked if the chair would postpone definitely until the next Senate meeting the voting on this amendment since a quorum was lacking. The chair honored the request by declaring the meeting in recess, to be continued at the next regular Senate meeting. The meeting recessed at 5:20 p.m.

CONTINUATION MEETING

Senator Glaser chaired the meeting in Bart White's absence. Discussion continued on the Resolution For A Smoke-Free Workplace. Senator Klein made available additional information on the effects of smoking and surveyed other institutions and their policies. Scientific information is clear as to the negative effects of passive smoking and Senator Klein is addressing the scientific, health related issue not the morality of smoking. It was noted that 53,000 deaths each year can be attributed to passive smoking effects. Senator Wesolowski requested that the voting be done on each whereas statement separately and the chair agreed.

Whereas. Tobacco smoke is well established as a cause of physical discomfort, acute illness and chronic, life-threatening disease in those who inhale it and that 400,000 people die each year as a direct result of using tobacco products and 50,000 non-users die each year as a result of being exposed to passive smoke; Passed.

The second whereas statement is to be eliminated. Passed.

The fourth whereas statement is to be eliminated. Passed.

An amendment to the first resolved statement was offered by Senator Wesolowski to include "any university building not just academic buildings with the exception for a smoking dorm." Defeated.

An amendment was made by Senator Buntzman to change the words "Smoke-Free to Tobacco-Free" except in the second whereas statement. Passed.

A vote to accept the motion for the first reading passed. This ends the January Continuation Meeting.
FACULTY SENATE MINUTES
March 14, 1991

The meeting was called to order by Chair White at 3:35 p.m. The minutes for the January and February meetings were accepted with the spelling corrections mentioned. Senators absent without representation were: John Crenshaw, John Faine, Wade Ferguson, Rita Hessley, William Howard, Gordon Jones, Michael Lasater, Gary McHercher, Raul Padilla, Eric Pennington, Carolyn Stringer, Thomas Syre, Jo Ann Verner.

Presidential Address: At the request of the Executive Committee, President Meredith was asked to address the Senate regarding sensitivity of the university community to minority student issues. The issue is more than the President's and involves faculty. A request was made to the Faculty Senate to assist in the awareness and sensitivity of faculty to minority issues on campus. A friendly hello to students can go along way toward showing our concern for those of a minority. Subject matter in the classroom where minorities have made contributions can be emphasized. These ideas can involve many faculty and can make minorities feel more a part of our campus. The Senate can play an integral part in devising ways to improve sensitivity to minority issues.

Executive Committee Report: The chair read a fictitious faculty contract letter from Snidley Whiplash deploring the economic plight since coming to Western. The chair attended the CCSFL state meeting recently and again it looks like Western maybe on the low-end of salary increases among state universities. We have studied the athletic overspending issue for years and yet nothing improves. It is hoped that President Meredith will act favorably on these "bread and butter" issues. Academics must take precedence over athletics.

Fiscal Affairs Committee: Senator Redman commented on the committee's report, Athletic and Other Spending at WKU. For 1989-90, the academic budget was underspent by $700,000 while the athletic budget was overspent by 12% or $300,000. In addition, lower athletic revenues along with overspending caused a $1.6 million athletic deficit which was underwritten by the university's general fund. Monies had to be reallocated from the academic side to the athletic side. The report recommends that athletic overspending be eliminated and educational programs be put first. The most important mission of the university is educating our students.

A second report, Allocation of Funds 1990-91, showed that academic budgets increased 5% while support services increased 19%. Support services over a two year period has received an increase of 4% making up 45% of the total budget while academics has decreased by 4% to 55% of the total budget. Again, there seems to be a reallocation of funds away from academic programs to support services.
The President commented that he would welcome conversations about the reports since he received them yesterday. It has not been possible to reconstruct the reports as written. Senator Redman commented that the committee did consult with Cecil Garmon's office. The offer to dialogue is welcomed.

Faculty Status and Welfare Committee: Senator Kuehn reported that a study of released-time in departments has been done. There is variation within departments as to what constitutes released-time. The committee felt that departmental senators should discuss with heads a listing of activities so faculty can be informed as to their opportunities for professional development and procedures for application. Secondly, the committee is studying other ways to benefit faculty other than salary compensation.

Faculty Regent's Report: Regent Evans reported on a meeting of faculty regents with the Council on Higher Education staff regarding the draft of the next five year strategic plan. The draft highlights the importance of teaching. Teaching is to be recognized as the foremost responsibility of higher education. The fundamental role of regional institutions is high quality undergraduate level teaching. Teaching is to be recognized as the most important scholarly activity. Economic rewards for teaching on a par with research. Assessment is up to individual universities not the CHE. Economic development is to also have an important role.

OLD BUSINESS

Resolution for a Tobacco-Free Workplace—Second Reading:
Senator Klein distributed additional information regarding the legal aspects. EPA will classify cigarette smoke as a class A carcinogen based on the scientific evidence. Employers will be legally liable for health effects upon employees. The history of lawsuits have upheld the legal claims of the health effects of secondary smoke.

Amendment: To provide one smoking area per building if adequate ventilation exists. Seconded. Passed.

Amendment: To replace the word tobacco-free with "smoke-free". Seconded. Passed.

The resolution as amended passed.

Survey of Faculty Opinion: Should the Senate conduct the survey again this year? Motion made and seconded.

Amendment: Item #11 regarding the president's job performance should be confidential being sent only to the president and the board. Seconded. Defeated.

The motion to conduct the survey passed.
NEW BUSINESS

Resolution on Faculty Salaries: Motion moved and seconded. The chair ruled without any objections to consider the motion with one reading. Motion passed.

Resolution Concerning Part-Time Faculty: Senator Susan James moved approval for first reading as chair of the Professional Responsibilities and Concerns Committee sponsoring the resolution.

Resolution For Budget Analyses Each Year: Proposed by the Fiscal Affairs Committee, Senator Redman, and to be accepted in one reading. Passed:

BE IT RESOLVED, the Senate charges the Fiscal Affairs Committee with the responsibility to analyze, each year, the university budget in regard to amounts budgeted and expenditures for intercollegiate athletics, the colleges' instruction, college administration and executive management as well as intercollegiate athletic revenues. The Fiscal Affairs Committee each year will present to the Senate a report of their analyses and findings.

Resolution on Recommendations of the Fiscal Affairs Committee on the report "Athletic and Other Spending at WKU"--First Reading. Moved and seconded for first reading.

Adjournment at 5:10 p.m.
## Survey of Faculty Opinion -- April 1991

<table>
<thead>
<tr>
<th>Item</th>
<th>Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rel. Among Faculty 3</td>
<td>Dept Head Perform.12</td>
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<tr>
<td>Senate Performance10</td>
<td>Senate Focus 9</td>
</tr>
<tr>
<td>Working Conditions 2</td>
<td>Univ. President 11</td>
</tr>
<tr>
<td>Mostly Merit Pay 4</td>
<td>Expect All Areas 5</td>
</tr>
<tr>
<td>Univ. Govern. Sys. 6</td>
<td>Faculty Morale 1</td>
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<tr>
<td>Adm.Responsiveness 7</td>
<td>Climate for Input 8</td>
</tr>
<tr>
<td>Spending Priority 13</td>
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</table>

![Bar Chart](chart.png)

<table>
<thead>
<tr>
<th>Item</th>
<th>Survey Item for Faculty Response by April 5, 1991</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Acceptable</th>
<th>Good</th>
<th>Very Good</th>
<th>Number Resp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My personal impression of faculty morale is that it is</td>
<td>20%</td>
<td>41%</td>
<td>27%</td>
<td>11%</td>
<td>1%</td>
<td>333</td>
</tr>
<tr>
<td>2</td>
<td>My own working conditions and job satisfaction are</td>
<td>7%</td>
<td>21%</td>
<td>35%</td>
<td>28%</td>
<td>9%</td>
<td>334</td>
</tr>
<tr>
<td>3</td>
<td>I rate my working relations with other faculty as</td>
<td>1%</td>
<td>6%</td>
<td>16%</td>
<td>49%</td>
<td>28%</td>
<td>333</td>
</tr>
<tr>
<td>4</td>
<td>My view of a system used to distribute salary increases, based primarily on merit, is that such a system is</td>
<td>27%</td>
<td>25%</td>
<td>19%</td>
<td>16%</td>
<td>13%</td>
<td>320</td>
</tr>
<tr>
<td>5</td>
<td>My view of the expectation that every faculty member must be proficient in all three professional areas -- teaching, research, and service -- is that this expectation is</td>
<td>31%</td>
<td>32%</td>
<td>19%</td>
<td>11%</td>
<td>7%</td>
<td>329</td>
</tr>
<tr>
<td>6</td>
<td>My opinion of the university's governance structure is that the governance system is</td>
<td>23%</td>
<td>38%</td>
<td>32%</td>
<td>6%</td>
<td>1%</td>
<td>319</td>
</tr>
<tr>
<td>7</td>
<td>I perceive the responsiveness of the university's administration to faculty concerns as being</td>
<td>34%</td>
<td>42%</td>
<td>19%</td>
<td>5%</td>
<td>0%</td>
<td>327</td>
</tr>
<tr>
<td>8</td>
<td>My sense of the latitude that exists within Western's system, for the faculty to influence decision-making, is that the climate for such input is</td>
<td>31%</td>
<td>45%</td>
<td>18%</td>
<td>6%</td>
<td>0%</td>
<td>327</td>
</tr>
<tr>
<td>9</td>
<td>My personal impression of the Faculty Senate's choice of issues, in relation to concerns of the faculty, is that the Senate's focus is</td>
<td>5%</td>
<td>11%</td>
<td>38%</td>
<td>31%</td>
<td>15%</td>
<td>318</td>
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<tr>
<td>10</td>
<td>My personal impression of the Faculty Senate's job of communicating faculty concerns to the administration is that the Senate's job performance is</td>
<td>6%</td>
<td>9%</td>
<td>32%</td>
<td>37%</td>
<td>16%</td>
<td>321</td>
</tr>
<tr>
<td>11</td>
<td>My personal assessment of the university president's job performance is that it is</td>
<td>21%</td>
<td>23%</td>
<td>37%</td>
<td>14%</td>
<td>5%</td>
<td>326</td>
</tr>
<tr>
<td>12</td>
<td>My personal assessment of my department head's job performance is that it is</td>
<td>10%</td>
<td>10%</td>
<td>24%</td>
<td>24%</td>
<td>32%</td>
<td>329</td>
</tr>
<tr>
<td>13</td>
<td>My opinion of the university's spending priorities is that these priorities are</td>
<td>44%</td>
<td>36%</td>
<td>16%</td>
<td>4%</td>
<td>0%</td>
<td>331</td>
</tr>
</tbody>
</table>
Most of you have seen the chart that compares faculty salaries at Western with those at other Kentucky schools. This one expands the comparison to include other "comprehensive" universities with which we have been affiliated or may soon be affiliated in athletics. All the schools are from southern or border states much like Kentucky. There are no New York or California fat cats to skew the results. Jacksonville, the only institution that ranks below us, offers no graduate degrees. I have underlined salaries lower than their WKU equivalents. All figures are from the April 3 Chronicle.

<table>
<thead>
<tr>
<th>Professor</th>
<th>Associate</th>
<th>Assistant</th>
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<tbody>
<tr>
<td><strong>WESTERN</strong></td>
<td>46.200</td>
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<tr>
<td><strong>KENTUCKY REGIONALS</strong></td>
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<td>Northern</td>
<td>46.300</td>
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</tr>
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<td>KSU</td>
<td>44.500</td>
<td>38.500</td>
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<tr>
<td>UK</td>
<td>44.200</td>
<td>38.400</td>
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<tr>
<td>Morehead</td>
<td>43.700</td>
<td>37.000</td>
</tr>
<tr>
<td>Murray</td>
<td>43.000</td>
<td>37.200</td>
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<tr>
<td><strong>OTHER REGIONALS</strong></td>
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<tr>
<td>Austin Peay</td>
<td>43.000</td>
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<td>East Tenn.</td>
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<td>44.200</td>
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</tr>
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<td>% OVER WKU</td>
<td>10%</td>
<td>7%</td>
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Joe Glaser
As part of its activities this academic year, the Fiscal Affairs Committee compared the university budgets for the 1989-90 and 1990-91 fiscal years. The purpose was to examine the changes that were expected to occur in revenues and expenditures from last year to this. We wanted to see if the overall salary increases (in terms of the amounts budgeted) matched the expected rise in the main university revenues (tuition, fees and state appropriation.) The following data are the results of the analysis of the university budgets. The data were taken from the trial balances for 1989-90 and 1990-91 fiscal years. The dollar amounts are not actual expenditures, but are the amounts that were budgeted for those years.

From Table 1, the state appropriation was expected to increase by 7.4% over last year's expected amount. The increase in the total of tuition, fees and state appropriation was almost 10%. The stated average faculty salary increase was 7%.

Table 2 shows the amounts budgeted and percentage changes in the budgets for college instructional activities, the university libraries, college administration, executive management (which includes the offices of the president and the vice presidents), the graduate college and intercollegiate athletics. The salaries listed in Table 2 are the total dollar amounts that were budgeted for full-time faculty, staff, administrators and related personnel. The percentage changes do not apply to any individual and can be affected by additions and deletions of positions, as well as changes in rank for faculty, administrators and others.

Budgeted salaries for full time faculty and staff within the college departments increased by about 7.5%, in line with the expected increase in the state appropriation for Western. Salaries for library personnel increased by 8.67%, while college administrative salaries were increased by 7.69%. The budgeted salaries for executive management increased by about 11% and the salaries budgeted for athletics increased by 10%, approximately three percentage points above that for faculty salaries and the state appropriation. The total amounts budgeted for academic activities (instruction and administration) increased by 4.66%, less than one-half of the expected increased in revenues for the university. If the graduate college budgets are added to those of the instructional, library and administration, the increase in the total amount budgeted would be about 5%, compared to an expected revenue increase of 10%.

At the end of Table 2 are the budgeted amounts for other accounts and the percentage change from last fiscal year to this year. Other accounts would be support areas such as student services, food services, building maintenance, physical plant, etc. While academic budgets were increased by 5%, the
budgets for the other accounts increased over 19\%. For 1989-90, the budgeted expenditures for the other accounts were 41\% of the university revenues and 45\% for 1990-91. Academic expenditures compose 55\% of the revenues compared to 59\% last year. If intercollegiate athletics is included in the other accounts, support services would take up 48\% of the major revenues of the university this year and 45\% last year.

Overall, the dollars budgeted for faculty and staff salaries increased with the rise in state appropriation, while the budgeted salaries for executive management and athletics increased 10\% to 11\%. The academic budgets increased 5\%, one-half that of the increase expected in revenues. Finally, expenditures for support services were increased in the university budget by 19\% and almost one-half of the major university revenues were allocated to support areas rather than academic budgets.
Institutions of higher education across the land are under greater scrutiny from the public and press than ever before, and for good reason.

Tuition is rising faster than the inflation rate, state budgets are shrinking, and students and their parents want to know if they're getting their money's worth at the college or university of their choice.

Reports that appeared throughout the 1980s, beginning with 'A Nation at Risk' and books such as the recent Killing the Spirit: Higher Education in America, cause all of us with a stake in higher education--consumers as well as administrators--to examine our institutions and missions. Are we delivering the promises we make to high school students and their parents in our glossy recruiting publications? Do we provide the services we promise to the regions which support us so generously?

At Appalachian State University, and at many other comprehensive universities across the nation, a debate over faculty responsibilities is taking place in an attempt to answer these questions. The debate centers on the value of research versus the value of classroom teaching.

Research is of course a primary role for faculty members at research institutions such as the University of Chicago and UNC-Chapel Hill. These universities offer a wide variety of graduate programs and doctoral degrees. Those of us at comprehensive universities, however, see ourselves as concerned primarily with delivering quality instruction. We take pride in the fact that senior professors, rather than graduate students working under the supervision of professors, teach classes to freshmen and sophomores, and we recognize our responsibility to keep those classes small.

Appalachian, like the research universities, has many talented faculty members who conduct research and publish their findings, and we give them as much support as possible in terms of travel and equipment funds, release time from classes and assistance in seeking grants which will allow them to pursue their projects. We value these scholars and salute their perseverance in expanding the sums of knowledge in their disciplines. Our challenge, then, is to find a balance in supporting their scholarship while maintaining their presence in the classroom.

Many comprehensive universities, however, have fallen into a trap. They are "wanna-bes." They want the prestige that accrues to research institutions in the form of major grants and breakthroughs. The administrators there usually will not admit to encouraging a "publish or perish" environment, but they certainly act as if they do. It doesn't take an astute faculty long to spot a lazy dean who measures everyone's contributions by the same yardstick--the number of articles published in refereed journals.

I believe that students suffer when comprehensive universities try to have it both ways. You can't run with the fox and bark with the hounds. We are not funded that way. A dean can't expect a faculty member to lock herself/himself in an office and write articles all afternoon and have office hours with undergraduate students. At Appalachian we have office hours for undergraduate students.

Appalachian has grown into a nationally respected comprehensive university by recognizing the varied talents of its faculty. That faculty has every right to have a clear and unequivocal statement from the Chancellor regarding the way their efforts are going to be valued and rewarded. It is my responsibility to insure that Appalachian
lives by its mission statement, which says that "scholarship and service are complementary to the instructional mission."

That statement was written by faculty and administrators and approved by our board of trustees, and it's the guideline we expect academic administrators to use when making decisions on salary increases, promotion, tenure, teaching loads and release time.

Yet some Appalachian faculty members, like their colleagues at other comprehensive universities, feel in good faith that under such a reward system faculty will read from yellowed notes, or conduct classes simply to entertain students, and in a few years we'll have faculty who haven't read a book since they wrote their dissertations. This is the crux of the current debate. I do not share that pessimism. I believe the faculty as a whole do not expect deans or department chairs to reward mediocre research, teaching or public service. Chancellors and presidents who are willing to stand up and be counted will not permit it.

Ernest Boyer, in a 1987 Carnegie Foundation report, asserts that in institutions enrolling a high percentage of undergraduates (which make up 93 percent of Appalachian's student body), priority should be given to teaching, not research. All professors should be first-rate scholars, and he urges the ideal of the "scholar-teacher," which means "staying abreast of the profession, knowing the literature in one's field, and skillfully communicating such information to students."

In The New American Scholar, a soon to be released Carnegie Foundation report, Eugene Rice and Ernest Boyer call for a new vision of the university professorship. They note that in the postwar period, the image of the academic professional came to be based on research as the central professional endeavor and the focus of academic life, and that reputations and rewards accrued to those who concentrated their energies in research. Two strengths that resulted from this drive--the United States became a leader in research, and it gained a great diversity in institutions of higher education--also helped produce debates such as that at Appalachian. Rice and Boyer say the old teaching versus research debate is tiring and it has closed minds. What's needed, they say, is a new, more comprehensive definition of scholarship that can attract the best minds to higher education in future years.

The teaching-research debate is especially intense at comprehensive universities because we are the latest arrivals to higher education, joining the more established forms of liberal arts, teaching and research institutions, and some of our faculty members embrace the ideals common to these other forms. Our role in higher education has not completely crystallized, and we are engaged in a continuing search to find the proper balance.

The recent reports critical of higher education, and the invective of sensational popular books such as Profscam, certainly cause no red faces at Appalachian. Our respect for research has not slipped into an over emphasis. The faculty of this institution are deeply involved in scholarly activities. They are intellectually engaged and serve at an institution where scholarship contributes to good teaching. We are doing our best to live up to our mission statement, whereby teaching is our central mission, and other activities, including research, complement that goal.

(John Thomas, Chancellor at Appalachian State University since 1979 is an educator with an engineering, managerial and legal background.)