

Faculty Senate Budget Committee Priorities Report 2013-14 Academic Year

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Faculty Senate Budget Committee
February 28, 2014

Faculty Senate Budget Committee Priorities Report 2013-14 Academic Year

Executive Summary

In the fall of the 2013–14 academic year, the Senate Budget Committee continued its policy of conducting an annual survey to identify the faculty’s budget priorities.¹ This is the fifth time that NKU’s Qualtrics survey software has been used, and it is the third time that open comments have been on the survey instrument. This report summarizes the findings of the current survey as well as noting significant differences and/or similarities with previous outcomes.

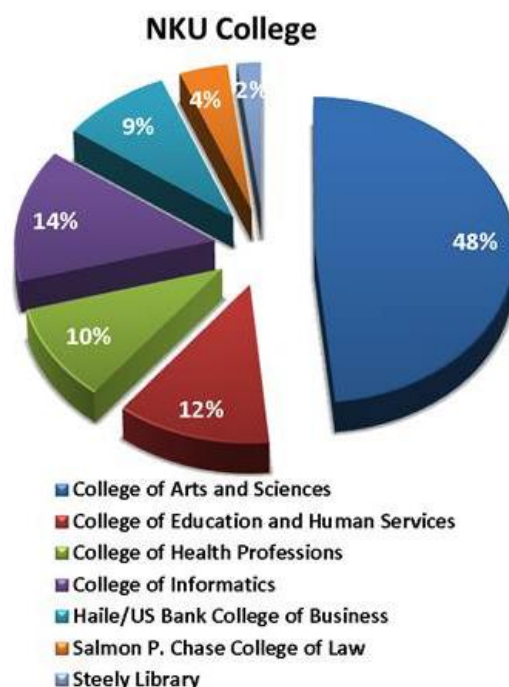
The top four priorities in the 2013-14 survey remain the same as in the 2012-13 survey: maintain small class sizes to support “our up close and personal” mission; increase salaries to 100% of CUPA levels; maintain technologies and equipment needed to enhance teaching effectiveness; and, increase the ratio of full-time to part-time faculty. The new entry in the top five was an increase in pay for part-time faculty which displaced “fund differential workloads to achieve mission-related objectives.”

For the first time in the brief history of our budget surveys, the senate budget committee asked the provost to provide prospective on the administration’s response to the faculty’s top five budgetary concerns in the 2012-13 survey. The responses, found in Appendix A, indicate that some progress has been made. Of course it is not possible to deal with all budget concerns simultaneously, so this report focuses primarily on those issues deemed to be the most important.

Process Description

In the fall of 2013 the survey opened on October 9 and closed on October 30th. Faculty were notified on three occasions during the survey window. In addition, faculty senators were encouraged to contact their departmental colleagues regarding the survey, and members of the senate budget committee were asked to do the same. The response rate was 37%, a 7% increase over the previous year – from 334 completed responses in the fall of 2012 to 357 in the fall of 2013. So, while the survey window was shorter this year, the number of responses compared favorably to those in the previous year.

The response by college, as seen in the chart on the right, was generally in proportion to actual college populations, as was the response rate by faculty rank shown on page 3.



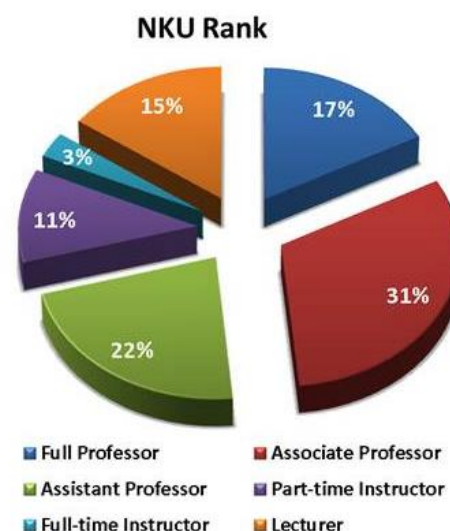
¹ Results of earlier surveys can be found at <http://facultysenate.nku.edu/committees/budget.html>.

Priorities Summary

The responses to the survey questions are shown on pages 4 and 5. Each response was weighted on a four point scale where “No Opinion” had a weight of 0 and “Critically Important” had a weight of 4. The questions were then ranked from highest weighted average to lowest.

The highest 2014 overall mean score in the table was 3.36 for “Maintain small class sizes in support of our ‘Up Close and Personal’ mission.” The most recent overall mean was further divided into two categories; one for tenured and tenure-track faculty, the other for non-tenured faculty which represented part-timers, lecturers and full-time instructors. The overall means for 2011, 2012 and 2013 are shown in the last three columns. As can be seen in Table 1, the overall means and rankings for the top four questions remained remarkably stable for each of the 2011, 2012, 2013, and 2014 survey years.

To keep the survey at a manageable length, six questions on the 2012-13 survey were eliminated on the 2013-14 version.² The six questions and the reasons for their deletion are shown below:



2012-13 Ranking	Question	Reason for Deletion
12	Increase maximum salary that faculty may earn teaching during summer session.	NKU's revised 2013 summer pay policy partially addressed this concern
25	Greatly expand the range of reward and benefit programs that offer alternate compensation and performance recognition for faculty.	Low ranking, ambiguous
27	Expand tuition waiver benefit	Low ranking
28	Restructure parking fees to be commensurate with salary.	Low ranking; possible unwieldy policy
30	Provide funds for a faculty development center with a professional director and staff	Low ranking (next to last) in this and previous surveys
31	Allow NKU faculty to choose the Kentucky Teacher Retirement as an optional retirement program	Low ranking, 31 st out of 31 in 2013

² The senate budget committee has yet to decide if some existing questions should be eliminated for 2014-15, or if new ones should be added.



**Completed
Responses
357 of 975**

Table 1 – Top 16 Survey Responses

Faculty Budget Committee Priorities Survey 2013-14 Academic Year

**Response
Rate
37%**



Overall Rank 2014	Question No	Question statement	Critically Important (4)	Very Important (3)	Somewhat Important (2)	Not Important (1)	No Opinion	N	Overall Mean 2014*	Tenure Mean	Non-tenure Mean	Overall Mean 2013**	Overall Mean 2012**	Overall Mean 2011**
1	1.7	Maintain small class sizes in support of our "Up Close and Personal" mission.	55% (198)	31% (114)	12% (42)	1% (3)	2% (6)	363	3.36	3.34	3.44	3.31	3.33	N/A
2	2.1	Increase faculty salaries with the goal of increasing average salary above 100% of the College and University Professional Association (CUPA) values.	49% (178)	34% (122)	13% (48)	2% (6)	2% (8)	362	3.26	3.38	3.04	3.31	3.25	3.16
3	1.2	Provide adequate funds to maintain, repair, upgrade, and/or replace those technologies (excluding software) and equipment that enhance teaching effectiveness.	41% (150)	45% (163)	13% (47)	0% (0)	1% (4)	364	3.25	3.32	3.14	3.19	3.32	3.41
4	1.6	Enhance the mutual commitment between faculty and students by increasing the ratio of full-time faculty to part-time faculty.	38% (139)	38% (139)	18% (64)	3% (11)	3% (11)	364	3.05	3.13	2.95	3.09	2.97	N/A
5	2.9	Increase pay for part-time faculty.	35% (127)	37% (136)	20% (73)	4% (15)	3% (12)	362	2.97	2.82	3.25	2.76	2.68	2.95
6	2.6	Fund differential workloads to enable faculty to achieve mission-related objectives, such as research and civic engagement, and adjust teaching loads accordingly.	32% (117)	37% (134)	22% (80)	7% (25)	1% (5)	361	2.92	3.04	2.67	2.95	2.83	N/A
7	1.4	Provide funds for recruitment of highly qualified students.	24% (88)	41% (149)	31% (113)	2% (7)	2% (6)	363	2.84	2.86	2.83	2.82	2.72	2.80
8	1.3	Provide additional funds for technological infrastructure support.	21% (78)	46% (167)	27% (97)	4% (13)	2% (8)	363	2.81	2.83	2.78	2.75	2.80	N/A
9	2.8	Maintain salary levels for faculty summer pay regardless of the number of students per class (i.e., when class enrollments fall below the current 15).	34% (122)	29% (104)	23% (81)	11% (39)	4% (14)	360	2.78	2.85	2.68	2.89	2.57	2.61
10	2.11	Keep free access to Health Center.	33% (118)	31% (110)	23% (82)	9% (32)	5% (17)	359	2.78	2.67	3.06	2.67	2.73	2.81
11	1.5	Continue to provide funds for student retention.	20% (72)	44% (157)	31% (112)	4% (14)	1% (5)	360	2.77	2.73	2.89	2.74	2.61	2.66
12	1.1	Provide sufficient licenses for discipline-specific software that enhances student learning.	22% (79)	44% (160)	26% (96)	5% (17)	3% (12)	364	2.76	2.83	2.66	2.73	2.77	3.00
13	3.6	Provide complimentary parking for guests and visitors.	27% (97)	35% (124)	24% (86)	11% (40)	2% (6)	353	2.75	2.77	2.70	2.90	2.87	2.72
14	2.2	Increase support for research related travel.	23% (85)	35% (125)	34% (124)	6% (23)	1% (5)	362	2.72	2.89	2.42	2.70	2.58	2.79
15	1.8	Increase the funding for NKU libraries to develop a core collection of books, periodicals, and electronic resources to enhance student learning and faculty research.	21% (76)	40% (144)	31% (111)	7% (26)	2% (6)	363	2.71	2.74	2.71	2.64	2.63	2.72
16	3.3	Increase efforts across campus to reduce mailings and other wasteful paper distributions.	24% (83)	31% (110)	36% (128)	7% (23)	3% (9)	353	2.67	2.63	2.76	2.72	2.72	2.93

* Each response was weighted on a four point scale where "No Opinion" had a weight of 0 and "Critically Important" had a weight of 4.

** Overall Means for previous years came from previous survey results. Not all means were available due to dropped, modified, and/or newly added items (indicated by N/A).



Table 2 – Bottom 9 Survey Responses
Faculty Budget Committee Priorities Survey
2013-14 Academic Year



Overall Rank 2014	Question No	Question statement	Critically Important (4)	Very Important (3)	Somewhat Important (2)	Not Important (1)	No Opinion	N	Overall Mean 2014*	Tenure Mean	Non-tenure Mean	Overall Mean 2013**	Overall Mean 2012**	Overall Mean 2011**
17	2.4	Increase support for development activities.	19% (67)	36% (130)	39% (140)	4% (13)	3% (11)	361	2.63	2.66	2.63	2.54	2.45	N/A
18	2.7	Provide retirement benefits (TIAA-CREF contributions) for faculty teaching during the summer.	27% (98)	26% (94)	30% (108)	13% (47)	4% (13)	360	2.60	2.61	2.67	2.71	2.52	2.59
19	2.3	Increase support for summer fellowships and grants.	19% (67)	30% (110)	42% (150)	7% (25)	2% (9)	361	2.56	2.68	2.32	2.51	2.44	N/A
20	2.1	Increase the transparency of health care negotiations and allow more faculty input in the negotiations.	19% (68)	35% (127)	31% (113)	9% (33)	6% (20)	361	2.53	2.54	2.56	2.46	2.62	2.83
21	3.2	Provide additional funding for aesthetic building maintenance related to aging.	11% (39)	39% (136)	42% (149)	7% (25)	1% (4)	353	2.51	2.54	2.44	2.36	2.30	N/A
22	3.5	Provide support for programs promoting environmentally-sustainable practices.	18% (62)	31% (108)	39% (137)	10% (36)	3% (11)	354	2.49	2.46	2.56	2.37	2.43	2.41
23	2.5	Provide additional compensation to those faculty members who direct graduate or undergraduate research projects.	18% (64)	31% (112)	36% (132)	12% (43)	3% (11)	362	2.48	2.50	2.48	2.47	2.48	2.39
24	3.4	Work with TANK to provide more direct bus service to NKU.	18% (62)	30% (106)	36% (127)	9% (33)	7% (26)	354	2.41	2.40	2.35	2.37	2.41	2.64
25	3.1	Increase budget allocations for NKU cultural venues (art galleries, museums, etc.).	12% (43)	25% (89)	51% (181)	10% (37)	1% (3)	353	2.37	2.38	2.35	2.14	2.11	2.25

* Each response was weighted on a four point scale where "No Opinion" had a weight of 0 and "Critically Important" had a weight of 4.

** Overall Means for previous years came from previous survey results. Not all means were available due to dropped, modified, and/or newly added items (indicated by N/A).

Overall, the priorities of the top faculty groupings were remarkably consistent. As the following table shows, “1” represents the top choice while the number in parentheses is the ranking for the previous year. While there was considerable year-to-year stability, only the “Increase pay for part-time faculty” moved up significantly from the previous year.

Top Five Survey Comment Rankings	All Faculty Combined 2014	Tenured & Tenure-track Faculty	Non-tenured Faculty Only
Maintain small class sizes in support of our "Up Close and Personal" mission.	1 (was 1 st)	2 (was 5 th)	1 (was 1 st)
Increase faculty salaries with the goal of increasing average salaries above 100% of CUPA values	2 (was 2 nd)	1 (was 1 st)	2 (was 2 nd)
Provide adequate funds to maintain, repair, upgrade, and/or replace those technologies (excluding software) and equipment that enhance teaching effectiveness	3 (was 3 rd)	3 (was 3 rd)	3 (was 3 rd)
Enhance the mutual commitment between faculty and students by increasing the ratio of full-time faculty to part-time faculty	4 (was 4 th)	4 (was 4 th)	4 (was 5 th)
Increase pay for part-time faculty	5 (was 8 th)	5 (was 10 th)	2 (was 8 th)

Open Comment Analysis

Analysis of the open comments was more difficult because comments often overlapped and sometimes seemed to have multiple agendas. Accordingly, we decided to follow a three step “comment analysis” procedure similar to the one used last year.

On our first pass through this section, we analyzed the initial comments to see if the comment had any explicit or implicit themes. Some comments were relatively short and had only one theme. Others had more than 200 words and numerous themes. The next step was to condense the themes into clusters so that the number of pertinent issues could be refined – and perhaps condensed – even further. This was usually possible, but in some cases the issues in a cluster could be surprisingly large. For example, in the “compensation” cluster, the topics included salary compression, the lack of raises, parking fees, and uneven workloads. In a final grouping, the “compensation” cluster was put under a new heading called “Investments in Human Capital.”

Initial Comment	Extracted Theme(s)	Clusters
[M]any work spaces are in poor repair, furniture is not ergonomically correct. / The costs of parking for students, staff and faculty are very high. / The fact that many faculty are below the industry standard and salaries in many departments will not attract viable candidates is troubling especially in leadership positions such as Chairs.	Furniture ergonomics and repair	Physical capital
	Cost of parking for students, staff, faculty	Human capital
	Low salaries	

Finally, the last part of the process was to determine the predominant clusters, and then see if there was any association between the clusters and the aforementioned budget priorities. For example, the “compensation” cluster shown in the illustration above was finally moved into a broader “Investments in Human Capital” cluster.

Cluster Analysis

The above process helped us identify two major clusters of concern. First and foremost was the issue of faculty salaries and compensation which we classified as human capital. This year, fully 37% of the comments addressed the issue of compensation in one way or another, with most comments expressing exasperation or resignation. The following statements are offered in support of this cluster analysis:

Investments in Human Capital³

Human capital includes the efforts and abilities of NKU’s faculty to execute its mission. Astute managers have long realized that human capital is important because, with proper motivation, it can be motivated to produce significantly higher output with the same number of inputs. Because of this, the health and welfare of an institution’s human capital is vitally important. The following paragraphs give insight into the possible state of human capital at NKU.

a) Fulltime Faculty Compensation Issues

Address Salary Compression! It is a huge issue and there is no funding available to address it.

I hope the CUPA salary data includes existing faculty and not just new hires. There is a critical need to close the gap in salary for long time employees vs newly hired.

I really like NKU and its mission, but more and more feel like I’m being taken advantage of. My salary is actually embarrassing and one of the lowest on campus for no good reason—it’s way below CUPA, not even taking into account my unique qualifications and many years of experience. The next assistant professor hired in my department will be paid significantly more than I will at a higher rank. Everyone hired after I was is already being paid more than I am and having no raises for several years only exacerbated the problem. It’s very discouraging and de-motivating.

³ The majority of the issues regarding low or unequal compensation also indicated significant morale issues. Rather than replicate the frequency of this issue by listing it as a separate category, we simply want to point out that the two categories virtually overlap.

It is imperative that faculty salaries are brought up to date with the current salaries of new hires. It is absolutely appalling that new hires are making \$10-20K more than faculty members who have been teaching for 15+ years and then don't stay past their tenure year. Where is the reward for loyalty and work ethic? Males and females continue to have discrepancies in salaries despite [having] same positions. This needs to be remedied too.

It is rather depressing to see that after [many] years of being a full professor and being nominated several times for the Milburn award, I am still not even making the averaged full professor salary at NKU. This suggests that NKU cares little about keeping some of its most successful faculty and even discourages continued stellar performance.

Most critical issue is faculty salary. We are losing good people because we pay so incongruently with each other. Salary compression is important to address (at all levels).

PLEASE address salary compression. It is absolutely demoralizing and ridiculous!

Please have administration look at salary compression. / Please have administration get us to CUPA.

The fact that many faculty are below the industry standard and that salaries in many departments will not attract viable candidates is troubling, especially in leadership positions such as chairs.

The increasing gap between the better paid and the lesser paid is my major concern for society in general and for NKU in particular.

We need a raise, the payroll tax [is] going back up to where it was a few years back and inflation basically ate up pay raises for this year.

b) Adjunct/PT Faculty Compensation

Pay for part-time faculty is embarrassing. It was embarrassing when I was doing the hiring in my program 10 years ago and it has not increased.

The current part-time faculty pay is embarrassing. It also severely limits the likelihood of repeat instructors once they experience the actual amount of work involved in teaching a class, even if they follow another member's materials. Please address this and other non-tenure-track inequities across faculty ranks.

The last time this survey was taken, the number one priority was to increase part-time faculty salaries.⁴ That didn't happen. I suspect that [it] will be at the top of the list again and I expect it not to happen again.

We rely upon adjuncts heavily, yet they are paid a dismal amount of money to teach. They are critical to student's perception of NKU as modern and applied, and represent the real world counterpoint to the academic focus of full-time faculty.

Investments in Physical Capital

The functionality and aesthetics of NKU's physical capital are important to everyone. Landrum Hall and Founder's Hall received slightly less attention this year, especially with regard to the numerous comments concerning bathroom fixtures and the lack of needed repairs. However, campus infrastructure needs still demand attention and occupies the attention of the teaching faculty. The following comments highlight the major concerns in the budget study:

⁴ Part-time salaries were identified as the eighth highest priority last year, but not the highest priority. In the 2013-14 year, however, part-time pay jumped to the fifth highest faculty concern.

a) Building Functionality and Upkeep

“Aesthetic building maintenance” makes it sound like we just want the old buildings on campus to be prettier. Frankly, Landrum and Founder’s Hall are not “functional,” so yes, it would be nice if they looked better but they really need to work better. Technology (whiteboards/blackboards/smart boards) varies from classroom to classroom, faculty don’t have ergonomically appropriate office furniture, the numbering of rooms makes no sense and so students have a hard time finding faculty members, and elevators work only sporadically (which lets note is an access issue for disabled student and faculty), and the list goes on. I just think that it’s important to note that these buildings need a LOT more than a fresh coat of paint.

Aging buildings need more than aesthetic improvements! We need to stop the leaks and mold which is making us sick. THAT is critically important.

For many, work spaces are in poor repair [with] furniture [that] is not ergonomically correct.

Funding is needed to upgrade buildings such as Landrum. This is not only about aesthetics, it is a safety issue. The furniture in some faculty offices is decades old and thus not ergonomically safe.

Keeping the existing equipment/software/buildings/facilities repaired and competitive with other institutions should be our first concern; adding new equipment/software/buildings/programs should be a secondary concern.

b) Community Outreach and Other

If I had one maintenance project I could fund. It would be the construction of a ring road allowing access to the parking lots and garages away from the campus side. [This] would eliminate much campus morning and afternoon traffic (as very few cars would need access on the inner road).

Public outreach is very important to NKU. We must be able to provide complementary parking for guests and visitors.

Summary Comments

Two types of data were analyzed in this budget priorities survey of faculty. The first was an on-line survey with 25 questions that offered responses ranging from “critically important” to “no opinion.” Three hundred and fifty seven responses were received, along with numerous comments.

The faculty selected “maintain small class sizes in support of our ‘Up Close and Personal mission’” as their first priority, followed by “increase average faculty salaries above 100% of CUPA” as their second priority. “Provide adequate funds to maintain, repair, upgrade/replace technologies (excluding software) and equipment that enhance teaching effectiveness” was third. The fourth priority was to “increase the ratio of full-time to part-time faculty.” The category of “increase pay for part-time faculty” jumped from eighth to fifth place with the help of strong support from the non-tenure track faculty.

Overall, the results of the 2013-14 study strongly resemble the results of the previous one in 2012-13. If anything, however, the mean survey results revealed strong support for resolution of unresolved compensation issues.

The analysis of the individual comments provided yet another way to ascertain faculty budget priorities. The majority of the comments were thoughtful and often respectful, but there was intensity not evident in the responses to the 25 questions. The process of analyzing the comments was somewhat subjective, but by distilling the comments into their main themes, and by then

grouping and regrouping the themes into clusters, we had confirmation that salary compensation issues for all categories of faculty is still the top faculty priority.

Salary compression is still the major compensation issue adversely affecting faculty who have been here the longest. Low pay with respect to suspected CUPA levels was also very important, along with some concern over uneven faculty workloads. However, the issue of perceived gender inequities appeared less frequently in this study than in the previous one.

Part-time and adjunct faculty salaries are still a major issue and, unlike full-time faculty salaries, have remained unchanged for a number of years. Collectively, the comments regarding overall inadequate faculty compensation indicates a growing morale problem. This was difficult to quantify, but the issue was nevertheless there.

Maintaining and/or improving the physical capital were also important, with numerous mentions of buildings that need repair. However, this category comes in a distant third when compared to the issues under the “human capital” heading. And, unlike last year, there seemed to be less concern with unwanted or excess administrative expenditures.

By way of final summary, the annual faculty budget priorities survey found a strong desire for the university to turn its attention to investments in its human capital. While everyone understands the need for buildings and sidewalks as well as the need to maintain them, the survey found that faculty’s top priorities are to have NKU maintain its “Up Close and Personal” mission while simultaneously investing more in its most valuable asset – *its faculty!*

APPENDIX A – Provost Response to Budget Committee Questions ⁵

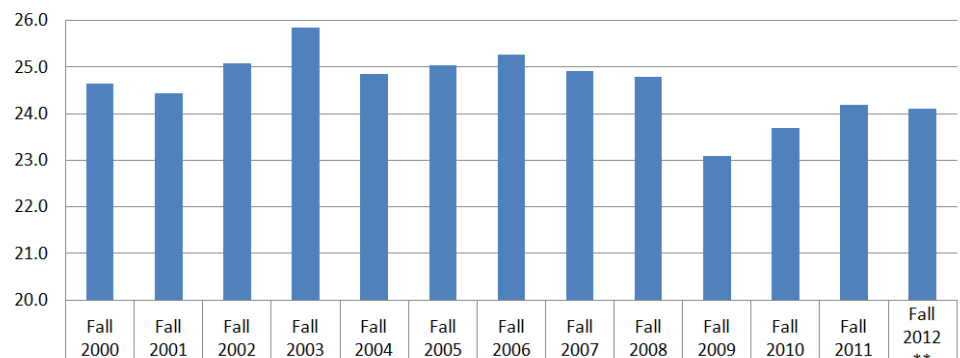
1. **Maintain small class sizes in support of our “Up Close and Personal” mission.** [See spreadsheet below that details] the average class size each fall semester since 2000. Although there have been spikes of one or two students in the average class size since Fall 2000, for Fall 2012 (official Fall 2013 is not, yet, available) the average class size is below the average in Fall 2000.

Average Undergraduate Class Size, October 25, 2013

Based on appropriate exclusions (web, independent study, etc.) and elimination of duplicate sections due to cross listed courses

Term	Sum of Students in Sections	Count of Sections	Duplicate Sections	Average Class Size	% Change from Previous Year
Fall 2000	43,220	1,884	130	24.6	
Fall 2001	45,227	1,959	108	24.4	-0.8%
Fall 2002	48,097	2,032	115	25.1	2.7%
Fall 2003	50,103	2,062	124	25.9	3.0%
Fall 2004	48,871	2,108	141	24.8	-3.9%
Fall 2005	49,136	2,115	152	25.0	0.7%
Fall 2006	50,708	2,148	141	25.3	0.9%
Fall 2007	50,536	2,201	172	24.9	-1.4%
Fall 2008				24.8	-0.4%
Fall 2009	51,514	2,233	*	23.1	-6.9%
Fall 2010	51,051	2,156	*	23.7	2.6%
Fall 2011	50,135	2,068	*	24.2	2.1%
Fall 2012**	47,884	1,987	*	24.1	-0.4%

Average Undergraduate Class Size, Fall Semester



Average Class Size	24.6	24.4	25.1	25.9	24.8	25.0	25.3	24.9	24.8	23.1	23.7	24.2	24.1
% Change from Previous Year		-0.8%	2.7%	3.0%	-3.9%	0.7%	0.9%	-1.4%	-0.4%	-6.9%	2.6%	2.1%	-0.4%

Source: Calculation was based on the same data set and operational definitions (below) used in reporting similar data to the Common Data Set. Average undergraduate class size is not included as a variable in the normal data collection of the CDS.

⁵ On 11/25/2013, the budget committee received this three-pager report concerning progress on the first five budget priority items in the 2013 Budget Survey.

2. **Increase faculty salaries with the goal of increasing average salary above 100% of the College and University Professional Association (CUPA) values.** Even with the current financial landscape, the university has made an effort to provide pay increases during a time when many institutions were reducing faculty lines as well as not providing an annual increase. Below is a chart of the increases we have been able to provide the past 10 years.

YEAR	POOL
2004-05	2.5% Merit Pool
2005-06	3.5% Merit Pool
2006-07	3% Merit Pool with .75% Equity Pool
2007-08	6% Pool to be used to address Merit and Equity
2008-09	2% Merit Pool and 1% increase resulting from change to Highland Heights tax
2009-10	0% Merit Pool
2010-11	0% Merit Pool. One-time payment of \$750 to faculty in December
2011-12	3% Merit Pool and an additional \$234,373 was made available for faculty excellence
2012-13	3% Merit Pool made available for a one-time payment
2013-14	2% Merit Pool

3. **Provide adequate funds to maintain, repair, upgrade, and/or replace those technologies (excluding software) and equipment that enhance teaching effectiveness.** Nearly \$380K per year is dedicated to cover the cost of instructional designers and support CITE. In addition, NKU annually allocates significant resources to replacing/upgrading technologies that impact the instructional process. The growth of the University has strained recurring resource allocations. Ultimately, additional funding is needed to sustain the level of currency that is expected. In lieu of additional funding, we have focused on prioritization of targets in the replacement processes and the leveraging of new, cost efficient, technologies (eg: virtual computer labs) as key components in increasing ROI of existing funding. As an example, both the annual smart classroom replacement program and the computer replacement program involve gathering of data on equipment age, problematic nature of equipment, and feedback from deans/chairs. This helps develop a prioritized list of replacement targets. At the current funding model, classrooms are at a 10+ year replacement cycle, and computer replacements are in a similar situation. For information about some of the IT programs and processes that impact the instructional process, please visit: <http://it.nku.edu/aboutus/programs.html>
4. **Enhance mutual commitment between faculty and students by increasing the ratio of full-time faculty to part-time faculty.** We are committed to reducing part-time faculty dependency in an effort to enhance the relationship between full-time faculty and students and improve student retention. Although the university has received no new funding from the state for the past several years, during the budget process for FY 12-13, \$355K was allocated from central funds to support the creation of new faculty lines. In addition, \$148K was allocated from faculty salary savings that resulted from position vacancies; \$50K was redirected from part-time faculty funds; and \$95,543

was redirected from AELP revenue. Eight new faculty lines were created and two faculty lines were converted from non-tenure-track renewable to tenure-track with these funds. During the budget process for FY 13-14, 4 new faculty lines were created using faculty savings from vacated lines and 5 non-tenure-track temporary lines were funded with central funds to support the teaching of the Foundation of Knowledge and retention efforts.

5. **Fund differential workloads to enable faculty to achieve mission-related objectives, such as research and civic engagement, and adjust teaching loads accordingly.** There are provisions in the Faculty Handbook to allow for reassigned time for professional growth and improved teaching effectiveness. Faculty may also apply for an academic semester or academic year sabbatical. NKU has the most generous sabbatical policy in the state for an institution of its size. For FY 14-15 twenty-two requests have been approved. In addition to reassigned time and sabbaticals, faculty may request grant funded release time when completing grant proposals.

Further discussion of faculty workloads should take place during the drafting of the Academic Master Plan.