

6. TENURE

6.1 DEFINITION OF TENURE

Tenure is the right of full-time faculty who hold academic rank to continuous full-time employment with the University without reduction in academic rank until separation from the University as defined in Section 10, Separation, of this Handbook, including such forms of separation as resignation, retirement, medical termination, program reduction, financial exigency, and termination for cause.

6.2. GRANT OF TENURE

Tenure at NKU is granted in accordance with the provisions of the laws of the Commonwealth of Kentucky and the Bylaws of the Board of Regents and is normally granted after satisfactory progress during an appropriate probationary period. Tenure may be granted only by the Board of Regents. Tenure is granted in the department(s)/school(s) to which the faculty member or administrator is assigned at the time tenure is granted, and can be granted only after formal review by that department's/school's RPT committee as specified in Section 3.2.

6.3. PURPOSE OF TENURE

The Board of Regents of NKU grants tenure to full-time faculty members in order to:

- Create an atmosphere favorable to academic freedom and responsibility;
- Provide faculty members reasonable expectation of security so that the University is able to attract and retain a competent faculty; and
- Promote institutional stability by creating a faculty with a strong, long-term commitment to the University.

6.4. ELIGIBILITY

Unless tenure is received with an initial appointment, only full-time, tenure-track faculty who hold probationary appointments are eligible to receive tenure. Non-tenure-track faculty are not eligible to receive tenure.

6.5 CRITERIA FOR TENURE DECISIONS

In order to be eligible for tenure, the faculty member must hold the appropriate terminal degree or its equivalent, and must be judged effective as a teacher, in scholarly and creative activity, and in institutional and public service. The criteria set forth in Section 3.1 and in the department/school and college RPT guidelines shall be applied to applications for grant of tenure.

6.6 PROCEDURE

The procedures specified in Section 3, Evaluation, apply to applications for grant of tenure.

6.7 TIME

Normally a faculty member will be considered for grant of tenure during the faculty member's sixth year of probationary appointment, including University-recognized credit for prior service, upon the faculty member's application. A faculty member may request grant of tenure in a non-mandatory year, and they will be evaluated according to the criteria in Sections 6.5 and 3.1. Denial of tenure in a non-mandatory year is not a basis for non-reappointment.

A faculty member may be allowed to pause the RPT process for up to two years and extend the probationary period under some circumstances with or without taking a full or partial leave of absence by making a formal request to the department chair/school director.

Acceptable reasons for extending the probationary period include, but are not limited to, care for a newborn or adopted child, care for an elder or dependent, and serious and prolonged illness. Other circumstances not mentioned above may be reviewed and the candidate awarded an extension if deemed appropriate by the Provost.

The RPT process may be paused and the probationary period may be extended in one-year increments. An individual may request to extend the RPT process for a second time (for a separate or the same reason as the first request), but the total extension during the probationary period may not exceed two years. If an initial extension is granted, a reduction in productivity during the period of time addressed in the request should not prejudice a subsequent decision regarding the request for a second extension.

Applications for reappointment are reviewed biennially as described in Section 3.2.1. A year in which the RPT process is paused does not count toward a two-year term for reappointment. Thus, the candidate is not required to submit an application for reappointment during a year in which the RPT process is paused.

A formal request in writing must be given to the department chair/school director clearly stating reasons for pausing the RPT process. The application will then proceed to the Dean

and to the Provost. If possible, the request should occur substantially prior to the scheduled submission of the tenure application so that due consideration to the request may be given. Once the application has been submitted, the Chair/Director, Dean, and Provost are asked to review the request as expediently as possible with special regard for the RPT calendar.

Despite the pause of the RPT process and extension of the probationary period, candidates granted an extension are expected to meet only the criteria stated in Sections 6.5 and 3.1. The candidate will continue to participate in the annual review process for merit but not for tenure evaluation. The RPT evaluation following the extension should consider all work submitted by the candidate using the established criteria. The candidate's accomplishments over the extended probationary period should be evaluated as if they had been accomplished in the shorter standard probationary period. The additional time due to the extension should not be a factor in the evaluation. Should a candidate be denied an extension of the probationary period by either the Chair/Director, Dean, or Provost, the appeals process shall follow the guidelines put forward in this Handbook, Section 14, Grievances, as defined in Section 14.3, Complaint Process.

In colleges where there is no department or school, the dean will function as department chair in these processes.

1. FACULTY DEVELOPMENT PROGRAMS

(See also Section 12 for other faculty leaves.) – Senate Voting Item- Approved 3/29/2021

11.1 SABBATICAL LEAVES (no changes)

11.2. FACULTY SUMMER FELLOWSHIPS

11.2.1. PURPOSE

Faculty summer fellowships provide funds to support professional development during the summer months. The following are examples of the types of activities that may qualify the applicant for a faculty summer fellowship:

- Improving teaching skills;
- Individual research;
- Scholarly writing;
- Creative and artistic projects;
- Preliminary studies and literature searches; and
- Attending seminars or courses related to one's field or professional work.

11.2.2. ELIGIBILITY FOR FACULTY SUMMER FELLOWSHIPS

Full-time and part-time tenure-track or tenured faculty may apply for a faculty summer fellowship. A faculty member who receives a faculty summer fellowship will not be eligible to receive another faculty summer fellowship until the third summer following the prior fellowship. A faculty member who will receive a terminal contract is not eligible to receive a faculty summer fellowship.

11.2.3. TERM OF THE FELLOWSHIP

The duration of the summer fellowship is two months, usually between June 1 and July 31. The time window may be shifted so that it starts as early as the Monday following spring commencement or ends as late as two Fridays before the start of fall classes.

11.2.4. STIPEND OR REASSIGNED TIME

All recipients on an academic-year contract will receive the same stipend in a given summer. Each year the provost, after consultation with the Faculty Benefits Committee, will announce the exact amount of the stipend for faculty summer fellowships prior to the application deadline.

Recipients on academic-year contracts will receive 90 percent of their stipends near the beginning of the term of the fellowship, normally during the first week in June. The

remainder of the stipend will be paid only after the reporting requirements have been completed.

All recipients who are on a fiscal-year contract will receive 100 percent reassigned time for two months during the summer of the fellowship in addition to accrued vacation time. They shall continue to receive their regular salary during this reassigned time.

11.2.5. CONDITIONS

Faculty summer fellowships are not awarded to enable faculty to complete degree requirements. Recipients of faculty summer fellowships will not teach any summer courses or perform any other paid duties for the University during the term of the fellowship. Exception: a recipient on an academic year contract may take part in isolated service activities for which he/she receives a small stipend, such as assisting with summer advising sessions or contributing a few hours to a summer camp, provided that the recipient extends the duration of the fellowship by one day for each extra service activity and receives confirmation in advance from the the chair of the Benefits Committee.

Recipients of faculty summer fellowships must agree to return to the University for a minimum of one academic year following the fellowship or to repay the University the full amount of the fellowship stipend. Recipients of faculty summer fellowships must comply with the University's outside-activity guidelines during the term of the fellowship.

In addition to the fellowship-reassigned time, a recipient on a fiscal-year contract is entitled to one month of vacation between mid-May and mid-August.

If, between the awarding of a fellowship and the funding or beginning of the fellowship, intervening circumstances prevent the recipient from fulfilling the terms of the fellowship or the University from funding the fellowship, the University is not obligated to fund the fellowship.

11.2.6. REPORTING

No later than September 1, the faculty member shall submit a report summarizing what she/he accomplished on the faculty summer fellowship to the Office of the Provost. The report should consist of an approximately 250-word abstract outlining the major accomplishments, a one to two page extended overview of the fellowship and a photo of the faculty member or of their work appropriate for publication. The Office of the Provost will disseminate to the department chair (or other appropriate supervisor), to the dean of the faculty member's college, and to the chair of the Faculty Benefits Committee. A copy of the report will be placed in the faculty member's personnel file

maintained in the Office of the Provost.

11.2.7. PROCEDURES

The procedures set forth in Section 11.4, Application and Procedure, apply to applications for faculty summer fellowships.

11.3. FACULTY PROJECT GRANTS

11.3.1. PURPOSE

Faculty project grants are awarded to provide funds to pay expenses, purchase equipment, and to cover other financial needs for sabbatical leaves, faculty summer fellowships, and for other instructional, scholarly, and creative activities where financial support is not available through department budgets. Availability of department funds should be communicated by department chairs or program/school directors as part of their evaluation of the application.

11.3.2. ELIGIBILITY FOR FACULTY PROJECT GRANTS

Full-time **and part-time** tenure-track or tenured faculty may apply for a faculty project grant. A faculty member who will receive a terminal contract is not eligible to receive a faculty project grant.

11.3.3. AWARD

Normally the maximum amount for a faculty project grant will be the amount of a faculty summer fellowship. Especially worthy projects, however, may be funded with additional amounts. Grant funds will be made available on May 1 of the calendar year in which the award is made and must be spent before June 30 of the following calendar year.

11.3.4. LIMITATIONS

No salary or honorarium may be paid to any full-time faculty member from grant funds. Projects leading to completion of a terminal degree and student projects will not be funded.

All property, including equipment and art works, purchased with faculty project grant funds becomes the property of Northern Kentucky University. The provost will make the final determination of assignment of all property purchased with grant funds.

11.3.5. GRANT ADMINISTRATION

11.3.6.1. ADMINISTRATION AND ACCOUNTING

The Office of the Provost will coordinate administration and accounting for the grant. All expenditure authorizations must be approved prior to disbursement. The Office of the Provost will provide information and assistance in complying with regulations of the University and the Commonwealth of Kentucky.

11.3.6.2. FISCAL PROCEDURES

University fiscal policies and procedures are subject to change. Recipients of faculty project grants are expected to check with Office of the Provost to insure adherence to current practices.

11.3.6. FINAL REPORT

Upon completion of the grant, the faculty member will submit a report to the Office of the Provost. The report should consist of an approximately 250-word abstract outlining the major accomplishments and completed goals, a one to two page extended overview of the project grant, and a photo of the faculty member of their work appropriate for publication. The Office of the Provost will disseminate the report to the department chair or other appropriate supervisor, the appropriate dean, and the chair of the Faculty Benefits Committee. A copy of the report will be placed in the faculty member's personnel file maintained in the Office of the Provost.

11.3.7. PROCEDURES

The procedures set forth in Section 11.4, Application and Procedures, apply to applications for faculty project grants. If, between the awarding of the faculty project grant and the funding or initiation of the project, there are intervening circumstances that would prevent the recipient from completing the project or prevent the University from funding the project, the University may revoke the grant.

POLICY & PROCEDURE DOCUMENT

NUMBER:

DIVISION:

TITLE: Paid Parental Leave

DATE:

POLICY FOR: All Faculty and Staff Positions

AUTHORIZED BY:

Purpose and Scope

This policy is established and constructed to demonstrate NKU's commitment to a workplace culture that supports faculty and staff in balancing the challenging responsibilities of work life and family life. Specifically, this policy sets forth benefits and provisions that support the family unit associated with the birth or adoption of a child. By design, this policy illustrates strongly held institutional values by providing parents significant time and flexibility to bond with a new child, to adjust to a modified family status and balance professional obligations. These tenets are consistent with NKU's strategy for recruiting and retaining an inclusive, diverse and exceptionally qualified workforce.

Definitions

For purposes of this policy, the following definitions apply:

Eligible employee: a faculty or staff member who meets FMLA or other eligibility criteria as stated within this policy.

Parent: a faculty or staff member who is a legal parent of a newborn or newly adopted child. A legal parent is one whose name appears on the respective child's birth certificate, or legal document establishing paternity or a legal document establishing adoption.

Spouse or Other Qualified Dependent/Partner: a husband or wife, as recognized under the laws of the Commonwealth of Kentucky or Other Qualified Dependent (OQD)/Partner who is financially interdependent and sharing a primary residence with the employee. The spouse or other qualified dependent (OQD)/partner, must meet FMLA and any other applicable eligibility criteria for any paid parental leave provisions under this policy.

Semester Weeks: weeks that occur during the fall and spring semesters in which faculty are teaching. Summer and winter breaks are not considered semester weeks. For staff, this consists of all weeks within an academic year, other than holiday breaks that last five (5) or more days.

Parental Leave: a period of time away from job responsibilities that may include paid and unpaid

time as specified in this policy. The purpose is for the recovery from birth of a child and/or to bond with a newborn or a newly adopted child who is under the age of 18. Parental Leave must be taken within a 12-month period from the time of the event. Parental Leave may be taken in advance of the event when deemed necessary or when required to fulfill the requirements for an adoption. Utilization is limited to once during a rolling 12 month-period based on the date of the birth or executed adoption agreement. Parental Leave is intended to run concurrently with an eligible employee's qualified FMLA leave.

Paid Parental Leave: paid leave that is awarded separate from any eligible employee's balance of accrued sick or vacation leave. Paid Parental Leave is intended to run concurrently with an eligible employee's qualified FMLA leave. Pay for the paid leave period is established based on the employee's regular base salary or base hourly rate.

Explanation of Benefit

All requests for Parental Leave as described under this policy should be made as far in advance as possible, but not less than thirty (30) calendar days before the leave is to commence. Requests for leave should be presented in writing to the applicable department/unit head and dean. Employees may use the Paid Parental Leave benefit within 12 months from the birth/adoption date. (Use FMLA forms on HR webpage)

Faculty Employees

Upon request and following the provisions of policy, faculty, including those with administrative responsibilities, will be granted Paid Parental Leave following the birth or adoption of a child. Duration of the Paid Parental Leave is for up to one academic semester or 16 semester weeks. If the birth/adoption occurs mid-semester or late-semester, a faculty member may choose to take paid leave during the semester in which the event occurs or the following semester.

Prior to the start of or at the expiration of a Paid Parental Leave period, it may not be feasible for a faculty member to return to customary classroom/instructional duties. Because of this, a workload modification plan must be developed that provides guidance for the faculty member's work until the next semester begins. The proposed workload modification plan will generally involve a reassignment of the faculty member to research, service or administrative duties (i.e., teaching during the bi-term, service role to the department or departmental administrative functions). Faculty are exempt from one semester's worth of teaching and service; therefore any modified teaching arrangements made during partial semesters (before and/or after paid parental leave time) shall not equal more than one semester's worth of effort in total. The applicable college dean will authorize and approve the plan in compliance with academic policies.

Summer and winter breaks are not counted against the semester or 16 week total, respectively. Faculty will not be required or expected to attend pre-semester meetings in the semester they are taking leave. However, any holiday or closure period of less than five (5) business days is counted toward the limit.

Staff Employees

Upon request and following the provisions of policy, including those with administrative responsibilities, staff will be granted Paid Parental Leave following the birth or adoption of a

child. Duration of the Paid Parental Leave is for up to 16 weeks. The applicable college dean or department director will authorize and approve the plan in compliance with university policies. Any holiday or closure period of less than five (5) business days is counted toward the limit.

Compensation for Attending Employee

The Dean or Department Chair will assign stipends to faculty and staff who are assuming the courses and responsibilities of the employee on leave. This paperwork should be completed no later than thirty (30) days before the beginning of the leave. The stipend should be an amount determined by the appropriate Human Resources representative, and should cover the time from the beginning of the leave until the end of the leave.

Eligibility Criteria

There is no waiting period for full-time employees prior to being eligible for Paid Parental Leave. Part-time employees must have been employed for one (1) full semester (Fall or Spring) in order to be eligible for benefits under this policy. Part-time faculty are eligible for pay equivalent to the modal (most common) number of classes they taught in the past two academic years. Part-time staff are eligible to pay equivalent to their normal weekly rate.

In cases where both parents are NKU employees, they may choose to take paid parental leave independent of each other.

Option to Extend the Tenure Probationary Period

A tenure track, non-tenured faculty employee may request an extension of the tenure probationary period in conjunction with an approval Parental Leave as provided for in Academic Affairs Policy #####.

Considerations for Promotion

Time taken under this policy is still considered time toward promotion. In other words, if an employee member us required to complete five years of work at NKU until they are eligible for promotion and they take one semester of leave during those five years, they are still eligible for promotion at the end of five years. The employee should note their use of the paid parental leave policy in their application for promotion and that time should not count against them.

Conflicts of Interest

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Protections for Faculty Employees

No employee shall be discriminated against or otherwise experience reprisals in any appointment, evaluation, promotion, tenure award or other employment-related process as a result of utilizing Parental Leave and other provisions specified within this policy and as articulated in the University's non-discrimination policy.

Mid-/Late-term Miscarriages, Stillbirths, and Infant Mortality

In cases of loss of pregnancy, a stillbirth, or infant death, Policy 4.6302: FMLA (Expanded Sick Leave/FMLA) would apply.

Support for Pregnancy, Childbirth, Related Medical Conditions and Nursing Mothers

In compliance with federal and state law, employees are provided protections against employment discrimination related to pregnancy, childbirth, and related medical conditions. On request and following proscribed procedures, NKU will make reasonable accommodations to employees who are limited due to pregnancy, childbirth, and related medical conditions, except where an undue hardship would be imposed on the institution.

Nursing mothers shall be provided reasonable paid break time for purposes of expressing breast milk for a nursing child up to one (1) year after the child's birth date. Additionally, appropriate space/facilities for purposes of expressing breast milk shall be provided as follows:

- The area must be shielded from view and free of intrusion from others.

- A bathroom or restroom is inappropriate and shall not be designated as an area for expressing breast milk.
- The space may be a private area contained within a larger room or a private room that is reliably made available to nursing mothers whenever needed, but may otherwise be used for different purposes.
- The area shall be equipped with seating, a table or other flat surface, an electrical outlet and nearby access to water/sink.

Related Policies

Policy 1.1240

Policy 1.2092

Policy 4.6302

DRAFT for Discussion Purposes

Retention and hiring of high quality faculty and staff can have significant impact on the recruitment and retention of students to a university (ref). Considering the objectives of the Success by Design Framework are focused on recruitment and retention in part, the University should reconsider some of the policies that concern present and future workforce.

In order to remain competitive in recruiting outstanding, talented, and diverse staff and faculty to NKU, it is within our best interest to adopt a separate paid parental leave policy that would supplement the current policy. The more diverse, high-caliber, student-focused critical thinkers we hire, the more we'll be recognized as a first choice for students. In order to achieve that status, we need creative ways to recruit the greatest talents to our team. One policy that should be scrutinized is the parental leave policy. Having a paid family leave policy has the potential to draw more talent to our team. According to the *National Partnership for Women & Families*, paid leave "...improves worker retention, which saves employers money through reduced turnover costs; increases worker productivity; improves employee loyalty and morale; allows smaller businesses to compete better with larger businesses; and heightens American businesses' competitiveness in the global economy."¹ Furthermore, The United States Congress Joint Economic Committee studied paid family leave in states such as California. Their research led to a fact sheet titled, *The Economic Benefits of Paid Leave: Fact Sheet*. They found the following:

- "Businesses gain from retaining workers with firm-specific knowledge and skills, and from not having to bear the sizable costs of finding and training new employees. They benefit from increased productivity and higher levels of employee satisfaction.
- The median cost to employers of having to replace an employee is estimated to be about 21 percent of that employee's annual salary.
- A survey of employers affected by California's paid family leave initiative found that only a small portion (fewer than 10 percent) reported adverse effects on profitability, turnover and morale."²

While this study does focus on businesses, it stands to reason that the benefits lend themselves to other arenas including higher education.

An additional benefit to paid leave is the ability to provide in-house professional development and non-salaried stipends for other staff and faculty. According to Ty Kisel in his article titled, *Parental Leave in Small Businesses*, he states that, "If you have an entry-level employee who is ready for the next step, this can be the perfect time to give them more responsibility and expand their skill set. It also sets you up to have employees who have a deeper understanding of your business and can fill in beyond parental leave, such as if someone else is sick, on vacation, or called into jury duty."³

Upon adopting such a policy, it is evident that NKU will emerge among its comparable institutions, especially in Kentucky and the Cincinnati metropolitan area, that affords its employees paid parental leave. There are several local models that could be combined to produce a new parental leave policy for NKU.

For example, Xavier (private) and Murray State University (public) have been researched. While Murray State University offers their employees 26 work weeks (6 months) of FMLA, it is unpaid.⁴ Xavier, on the other hand, does offer a paid leave at full salary. Xavier's policy offers 8 weeks paid leave of the 12 work week federal FMLA policy.⁵ In recent weeks, news has emerged that Western Kentucky University is close to adopting a paid parental leave policy⁶. The potential WKU leave states that, "The paid leave is

awarded separately from any accrued sick or vacation leave balance, and it's intended to run concurrently with an eligible employee's leave under the federal Family Medical Leave Act."⁶ However, this leave policy only covers the leave of faculty, excluding staff. The proposed NKU parental leave policy would afford all NKU employees access to 16 weeks of paid family leave, with an opportunity for an addition 10 weeks to either take unpaid or to use accrued sick and vacation time. The employees would have to meet the same standards that they need to meet to access our current FMLA leave. Updating this policy has the opportunity to be immensely beneficial to new parents on campus. This is a population that is small, but the benefits of extending the policy could have great effect in the recruitment and retention of quality talent at NKU. Data from Human Resources (table 1) shows that less than 30 employees reported use of the parental leave benefit in the last 2 years. It is notable that the use of parental leave is equal between mothers and fathers. It should also be of interest that reported use is higher among staff than faculty, though reporting may not be thorough for reasons discussed later in this document.

	2018	2019
Parental Leave	27	29
Maternity	14	13
Paternity	12	16
Faculty		6
Staff		23

Table 1: Breakdown of parental leave reported to Human Resources office at NKU

Since the parental leave at NKU is unpaid, there have been innovative measures taken to try to help assuage the financial gap. One of those measures is headed by the NKU Benevolent Association. This group hosts biannual events that accepts donations in monetary or sick/vacation leave form. Table 2 is the breakdown from Human Resources that outlines the donations from 2011-2018 (in reverse chronological order). These donated benefits are available to anyone taking FMLA leave, so it is not ydirect indicator of the use of parental leave. However, it does illustrate how fractional and wildly varied the donations are in supporting employees during unpaid leave.

	2018	2017	2016	2015	2014	2013	2012	2011
# of requests awarded	17	23	28	11	17	23	15	12
Hours awarded (per person, if equally distributed)	2130 (125.3)	3133 (136.2)	3934 (140.5)	1785 (162.3)	1884 (110.8)	2870.25 (124.8)	2587.50 (172.5)	1889 (157.4)
Dollars awarded	\$2,452.66	\$3,600	\$2,000	\$2,000	\$1,852	\$6,000	\$2,000	\$2,000

Table 2: Breakdown of Benevolent Association's donations of sick/vacation time and money for eligible employees.

Another point of inconsistency is the way in which parental leave is instituted throughout the university. While certain supervisors agree to some form of paid leave, an employee may find themselves working in an environment that is less accomadating.

- In 2016, a woman on parental leave was not given paid time off. She had to use all of her sick and vacation time, plus work out an arrangement with her supervisor to be able to have a paycheck throughout her leave. However, when she returned, she was forced to remain hopeful that her or her children would not get sick until she accrued enough time again to cover it.
- In 2012, a faculty member took parental leave for the first 8 weeks of the semester. She used her accrued sick leave to support her leave. Her students, teaching evaluations, and teaching style were impacted by the mid-semester change. In addition, she was not excused from administrative duties and was working remotely with regards to her service duties.
- In 2018, a new faculty member, with no accrued sick leave, took 6 weeks of parental leave. The department chair orchestrated a myriad of service and off-campus teaching duties for her to achieve in order to satisfy conditions to remain salaried.
- A faculty member who has taken 2 parental leaves (2012 and 2017). She taught her courseload in 7-week sessions in her third trimester to keep her teaching load intact, which would keep her salaried. She worked with the dean to have her research and other duties make up for the non-teaching credits. She came back after (a little less) than 3 months out on leave. She was exhausted and a less than effective teacher.

Lastly, an unexpected benefit to the university comes from employees who are able to acquire new skills and offer higher contributions to the university. While their workloads are altered, most were able to achieve compensation. It would be prudent for adequate compensation to be available for all employees who are increasing their workload temporarily. Below are some examples that illustrate the benefit according to an on campus supervisor.

- In 2012, a woman staff member went on parental leave. In order to cover her duties, several staff members were recruited to learn her job responsibilities. These staff members were also paid a stipend. Two of the three recruited were outside of her department; therefore, they were learning completely new skills. One of these staff members' job titles was Counselor at the time. This staff member is now an Associate Director. Another of the staff members' job titles at the time was Director. That staff member is now an Assistant Vice President.
- In 2016, a woman staff member went on parental leave. Again, staff members were recruited to take over her duties. One of these staff members – who was part-time – was able to increase her hours during this time period. The other one was given a stipend. The staff member whose hours were increased had the job title of Specialist at the time. She is now an Assistant to the Vice Provost. The other staff member who received a stipend during this time had the job title of Coordinator. She is now an Assistant Director.
- In 2019, a faculty member took parental leave for the last 6 weeks of a semester. A colleague took over her 2 courses without compensation.

It is important to note that this policy wouldn't just affect faculty and staff – students are also invested in seeing to it that their faculty and staff are getting paid parental leave. The student newspaper, The Northerner, used their last issue in the 2018-19 academic year to bring light to the lack of paid leave at NKU.⁸ These students took this issue up on their own accord and investigated, interviewed, and wrote several pieces to bring awareness to the lack of paid leave at NKU.

As we can see from NKU's own examples, adopting this policy increases the likelihood for employees to gain skills that will aid them in being promoted throughout the university. It would also give mothers

and fathers more of an incentive to return to work after their leave. They would feel valued by their employer – and, even indebted. And, most importantly, this would promote a family-first climate across the university. We all want our NKU mothers and fathers to bond with their children – to raise them with empathy, critical thinking skills, and to be productive and responsible citizens. In closing, it's important to touch on the areas in which adopting paid parental leave would speak to NKU's *Success by Design*. One of the Completion Objectives is to enhance the culture of service-orientation. This is best accomplished with long-serving staff and faculty in crucial roles. Because NKU stands to reduce turnover by enacting this policy, our students have a better chance at completion since key personnel would still be up-to-date on student plans and processes. If the coordinated care piece is to work, it would mean cross-training personnel and being proactive about the chance of one of them being on leave. Therefore, they could have a succession plan in place. And, instead of employees looking for other jobs during their leave, they would be preparing to arrive back to a workplace that values them. So, they'd be able to pick up right where they left off. *Success by Design* only works if there are highly diverse, motivated, confident, and valued employees behind the initiatives. With a paid parental leave policy in place, *Success by Design* has a better chance of succeeding.

Works Cited

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MEMORANDUM

TO: Matthew Zacate, Faculty Senate President and Faculty Senate Executive Committee

FROM: Charlisa Daniels, Benefits Chair

RE: Changes to Faculty Handbook, removing gender specification of parental leave; Proposing a paid parental leave policy

DATE: April 13, 2020

The Faculty Senate Benefits Committee was asked to participate in the creation of a paid parental leave policy by members of the NKU community.

Upon the undertaking of this task, it was discovered that the Faculty Handbook still touts a gender specific leave associated with the care of new children. The first change that the Benefits committee is asking the Faculty Senate to consider is the change from “Maternity Leave” to “parental Leave”. In the Rationale document, it is evident that of those who reported leave associated with the care of new children, the benefit is not requested by mothers exclusively or by majority. The proposal requests a change to the header of section 12.6.

The next consideration that the Benefits Committee is asking of the Faculty Senate is the introduction of a paid parental leave policy for faculty and staff. The policy outlines a 16 week leave associated with birth or adoption of a child, outlines eligibility criteria, addresses tenure/promotion time extensions, and additional special considerations. Accompanying this document is a Rationale document that outlines the specific experience at NKU.

The (3) documents were approved by Benefits Committee at its April 1, 2020 meeting and are attached.

Year	2015		2016		2017	
Number of Employees	48		52		52	
All Staff	\$ 1,346,686.67	\$ 1,458,910.56	\$ 1,458,910.56	\$ 1,458,910.56	\$ 1,458,910.56	\$ 1,458,910.56
All Faculty	\$ 1,500,306.31	\$ 1,625,331.84	\$ 1,625,331.84	\$ 2,113,548.16	\$ 2,113,548.16	\$ 2,113,548.16
50/50	\$ 1,423,496.49	\$ 1,542,121.20	\$ 1,542,121.20	\$ 1,786,229.36	\$ 1,786,229.36	\$ 1,786,229.36
Stipend for covering as	\$ 142,349.65	\$ 154,212.12	\$ 154,212.12	\$ 154,212.12	\$ 154,212.12	\$ 154,212.12

	Salary+Benefit Annual	Salary+Benefit/Week	Salary+Benefit/16 Weeks	Stipend for covering
Staff	\$ 91,181.91	\$ 1,753.50	\$ 28,055.97	\$ 2,805.60
Faculty	\$ 101,583.24	\$ 1,953.52	\$ 31,256.38	\$ 3,125.64

2018	2019
27	25
\$ 757,511.25	\$ 701,399.31
\$ 843,922.30	\$ 781,409.54
\$ 800,716.78	\$ 741,404.42
\$ 80,071.68	\$ 74,140.44