



**Recommendations for Fiscal Year 2019 (FY 19)
(and beyond) budget based on
2018 faculty budget priorities survey**

Conducted by
Faculty Senate Budget Committee

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Faculty Senate Budget Committee, 2017-18

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Executive Summary

Background: The faculty budget priorities survey was developed and conducted in Spring 2018 by the Northern Kentucky University Faculty Senate Budget Committee. There were 277 completed responses. The survey was conducted to provide input into the budgeting process for fiscal year 2019 (FY 19) and beyond. Because of decreasing state funding, increasing fixed costs, declining enrollments, and great uncertainty regarding the state pension crisis (KERS), Northern Kentucky University faces a particularly challenging budget situation. This report is intended to provide input into the difficult decisions involved.

Budget Priorities: Based on the survey results, we have classified key budgetary items into the following categories. Further detail on each of these items is provided within the report.

High priority - maintain or increase funding

- Undergraduate program breadth
- Faculty positions
- Student enrollment and retention
- Student financial aid

Somewhat high priority - maintain or increase funding

- Salaries and benefits
- Small class size

Medium priority - maintain funding

- Technology spending
- Student support
- Graduate program breadth
- Diversity/inclusiveness efforts
- Community/civic engagement

Low priority - decrease funding

- Athletics
- Administration
- Consultants

Recommendations:

Based on the survey, below are what we consider to be the two most important recommendations for use in developing the FY19 budget and beyond:

- Preserve teaching-related investments and instructional support—do not cut faculty lines or programs.
- Preserve breadth of undergraduate academic programs in a mission-oriented way.

Additionally, we offer the following recommendations:

- Continue investments in student financial aid.
- Avoid neglecting salary issues.

- Continue to devote funds to enrollment and retention efforts.
- Seek to remedy unintended results of the new budget model.
- Consider reducing spending on office phones.
- Examine athletics costs, share findings with faculty, and evaluate what cuts can be made.
- Reduce administrative costs, including mid-level and senior management positions.
- Modify the policies to better control the salaries paid to administrators returning to the faculty.
- Provide information to and solicit input from Faculty Senate when mid- to upper-level administrative positions are created or become open.
- When possible, use internal expertise rather than hire consultants.
- Design the upcoming strategic planning process to center around identifying and focusing NKU on its priorities.
- Continue to improve communication and faculty understanding of the details surrounding budgeting and expenditures.

Recommendations for fiscal year 2019 (FY 19) (and beyond) budget based on 2018 faculty budget priorities survey

The purpose of this report is to present the results of the 2018 faculty budget priorities survey and to make recommendations that will be useful in preparation of the Northern Kentucky University (NKU) budget for fiscal year 2019 (FY 19) and beyond.

Survey

In April 2018, the NKU Faculty Senate Budget Committee conducted a faculty budget priorities survey. Drafts of the survey were reviewed and discussed by both the Faculty Senate Budget Committee and the Faculty Senate Executive Committee and also provided to Chief Financial Officer Mike Hales and Provost Sue Ott Rowlands. The purpose of this survey was to gather information from faculty that would help support decision making in the FY 19 budget process and beyond.

This survey was conducted via the faculty listserv and was available for one week. It included three demographic questions, two ranking questions, two questions specifically related to salaries, and one open-ended response question. A blank version of the survey is provided in Appendix A and the full results are included in Appendix B. As shown in Appendix B, there were 277 completed responses, with 47% (131) of the total from Arts & Sciences, 14% (38) from Informatics, 11% (30) from Education & Human Services, 7% (19) from Health Professions, 6% (18) from Business, 3% (9) from Steely Library, and 2% (6) from Chase College of Law. Many of the respondents were long-term NKU faculty, with 43% (120) having 11 or more years of service.

Context

The results of the survey should be interpreted within its context. At the time of the survey, NKU was facing the potential of a \$17-\$19 million budget shortfall for FY 19. A large portion of this potential shortfall results from NKU's Kentucky Employee Retirement System (KERS) obligation and the state of Kentucky's pension crisis, which has resulted in a large unfunded pension liability. NKU's budget challenges additionally result from its longstanding inequities in state funding. Faculty, staff, students, and all constituencies have been asked to lobby the state legislature for pension relief, equity funding, and a solution to the ongoing pension crisis. The situation is made extremely difficult because of the uncertainty involved as details of the pension situation and the state appropriation are worked out in the Kentucky legislature. While it is known that cuts will be needed, the range of possible cuts is large (from approximately \$5 - \$20 million), causing extreme difficulties in planning. Regardless of how the state funding situation unfolds, NKU faces a budget shortfall due to fixed cost increases, planned increases in student scholarships, and budget increase requests from various units.

The sections within this report discuss the results of the faculty survey grouped into the following categories:

- High priority - maintain or increase funding
- Somewhat high priority - maintain or increase funding
- Medium priority - maintain funding
- Low priority - decrease funding

The rationale for classification in these categories is discussed in the following sections.

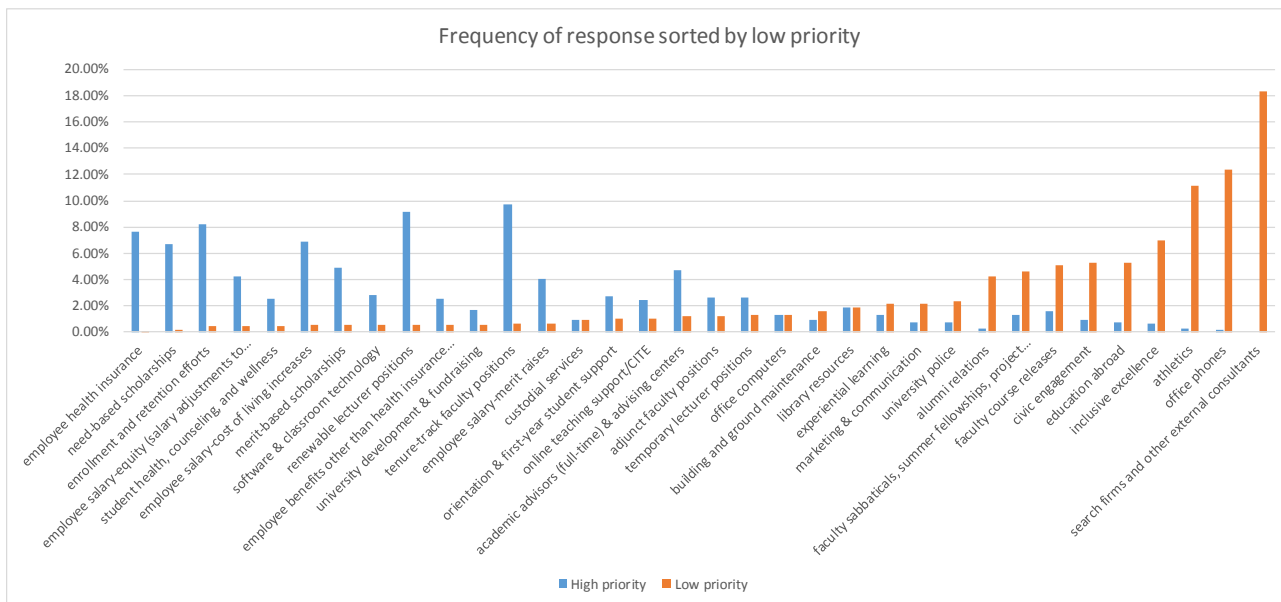
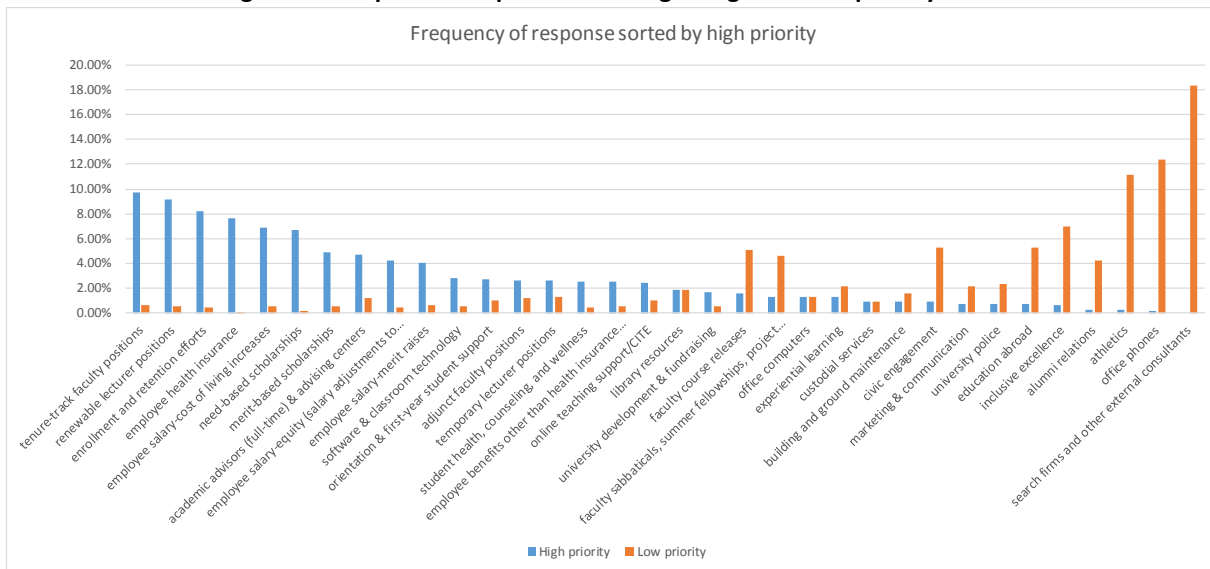
High Priority - Maintain or Increase Funding

According to the survey, the following items were generally rated by faculty as being of high priority:

- Undergraduate program breadth
- Faculty positions
- Student enrollment and retention
- Student financial aid

Each is discussed briefly below. The results of survey question 5, which asked respondents to classify items as highest priority (most important to fund) and lowest priority (least important to fund) are presented in Figure 1 below and discussed in the explanations that follow.

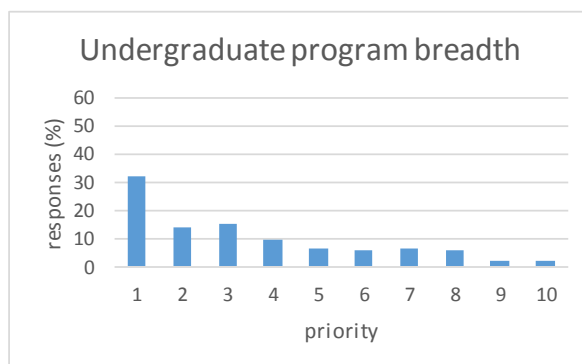
Figure 1 – Responses to ques. 5 – Sorting of high and low priority items



Undergraduate program breadth

Question #4 in the survey (see Appendix A) asked respondents to prioritize various items from 1 (most important to fund) to 10 (least important to fund). The item “Maintaining breadth of undergraduate programs (avoiding undergraduate program elimination)” was ranked as the most important to fund (#1) by the greatest number of survey respondents (88/276), or 32%. In fact, 62% ranked it in the top 3 of the 10 items ranked in that question, as shown in Figure 2 below and Appendix B (p. 3).

**Figure 2: Ranking given in ques. 4 to “Maintaining breadth of undergraduate programs”
(1 = most important to fund)**



The following example comments from the qualitative portion of the survey illustrate faculty’s desire to maintain program breadth:

- It is my sincere hope that we can work as hard as possible to NOT cut undergraduate programs--unless it is the case that they have been consistently and severely under-enrolled (in other words, they really have not been taking new students over the past few years).
- The first priority has to be the *survival* of NKU as a UNIVERSITY, not as young adult daycare or a trade school. That means not cutting programs (more variety = more attractive to students, diverse and otherwise) and not cutting lines - no faculty = no classes.
- We can't keep cutting academic programs and faculty, which are the heart of what we do and also our main source of income.

Survey respondents stressed, however, that if future program cuts are to be made, they should be strategic rather than expedient and that NKU should identify and adequately fund expanded offerings.

- I wish we were talking about how to redefine and re-find our mission as a regional comprehensive university - serving the academic gap in the northern Kentucky region by creating first-generation college graduates poised to alter their family's outcomes rather than looking for what is easiest to cut. Let's be strategic and think through which programs are needed in northern Kentucky now and in the future and which programs have been lost to other universities.
- Academic programs are constantly being added to the curriculum without adequate support.
- NKU needs to invest as well as cut costs to resolve its budget issues. Investigating new areas of revenue, such as workshops for professionals, should be a priority.

Faculty positions

Many survey respondents emphasized the importance of maintaining faculty positions. As can be seen in Figure 1 (above) and pp. 9-10 of Appendix B, tenure track and renewable lecturer positions were the items most often identified as high priority in question 5 (154 high; 8 low) and (145 high; 7 low), respectively. Although the faculty positions were split into categories for this survey question, the similar high priority given by survey respondents to both tenure track and renewable lecturer positions is noteworthy. Numerous qualitative comments emphasized this point, as the following examples indicate. More comments can be found in the “Faculty” section of the qualitative responses on pp. 30-32 of Appendix B.

- Bottom line, faculty funding (all faculty types) is first priority so we can fulfill the university mission. Without faculty, there are no students. Without both faculty and students, there is no university.
- There has been some information going around suggesting that the budget for instruction has not changed in the last decade. Based on this alone, any budgetary cuts should not be coming from areas related to instruction, but from the other areas that have increased over the last decade.
- I think full time instructors is NOT a good place to cut, as they are hubs of many of our best programs. Fewer tenure-track faculty makes NKU less of a “real” and competitive university in the region.
- I believe keeping faculty, both NTTR and tenure track, as well as staff is of the utmost importance. Without these key people, the university cannot exist. We should strive our best to retain our TT and renewable lecturers - otherwise NKU will see qualified faculty leaving for other universities. I know several faculty are already looking elsewhere - such a brain drain will be a big loss to NKU, which in turn will affect the quality of education that we can offer and in the long run these will affect student enrollment.
- We must remember that teaching is the reason why we exist. We cannot cut teaching positions, including lecturer positions, and try to “do away” with adjunct instructors. We have invested in the good teachers. Cutting those positions would save money now, but we will suffer the consequences later, including reputation.
- Prioritize hiring faculty for productive and revenue-generating programs.
- The classroom drives retention. Our cuts should, ideally, show that we value excellent teaching and teachers.
- Much of the ongoing discussion seems to be around cutting costs, which I agree is obviously relevant in the short term; however, I would like to see the discussion more focused on return-on-investment (ROI). For example, cutting adjuncts seems like a way to cut costs in the short run, but if it means that fewer student credit hours are earned or otherwise full class sections are eliminated, those cuts seem to come at a high loss in potential revenue (depending on if those credit hours are shifted to other unfilled sections). In other words, we should not only be focused on costs but also on the revenue associated with resources.

It is important to point out that some faculty expressed alternate perspectives, as the following representative comments indicate.

- The university needs to be run more like a business. If there are degree programs or departments for which enrollment is low and/or declining, then why continue to support them? Why offer supply when there is no demand? Perhaps one or two types of each under-performing program/department can be offered state-wide (e.g., at WKU and Murray State but not elsewhere,

at EKU and NKU but not elsewhere, etc.). It just seems inevitable that this has to happen. I chose my knowledge domain in large part because of expectations around future demand for it.

- If we are to cut costs, we need to start from the programs that are not able to fill in their classes. And, some Colleges or programs should not be immune from such cost cuts because of the university politics.

Student enrollment and retention

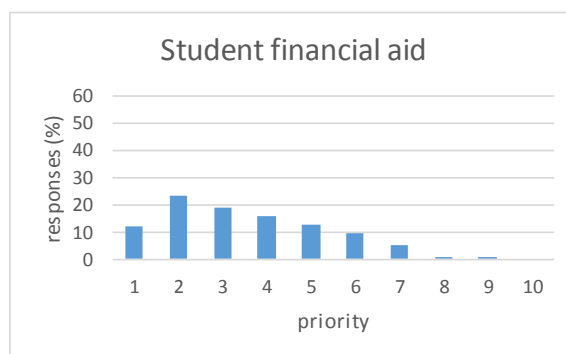
As Figure 1 shows, next to tenure-track and renewable lecture positions, enrollment and retention efforts were the items next most frequently rated as high priority by faculty. Several qualitative comments reflected this as well, as the following examples demonstrate:

- Anything to support student enrollment and retention should come first. If students aren't finishing their degrees, we aren't doing right by them.
- Increase efforts towards retention. Look for places where faculty efforts serve as an investment for increased future income for the university
- Putting resources into Academic Advising may be the most critical issue right now. Those positions have a direct impact on performance-based funding from the state, they take needed pressure off faculty to free them up to teach more courses, and those roles help the retention of our students, keeping dollars in place. This should be a key part of the new strategic plan.

Student financial aid

As Figure 3 below and Appendix B (p. 3) show, faculty also show some consensus in terms of ranking student financial aid as important to fund, with 54% (150) placing it in the top 3 and only 2% (6) ranking it in the bottom 3. Additionally, Figure 1 and Appendix B (p. 9) show that need-based and merit-based scholarships were among the items that faculty frequently classified as high priority in question 5 (106 high; 2 low) and (77 high, 6 low), respectively. It is worth noting that faculty's responses seem consistent with the university's strategy of giving more consideration to need in determining financial aid awards.

Figure 3: Ranking given in ques. 4 to "Student financial aid" (1=most important to fund)



Somewhat High Priority - Maintain or Increase Funding

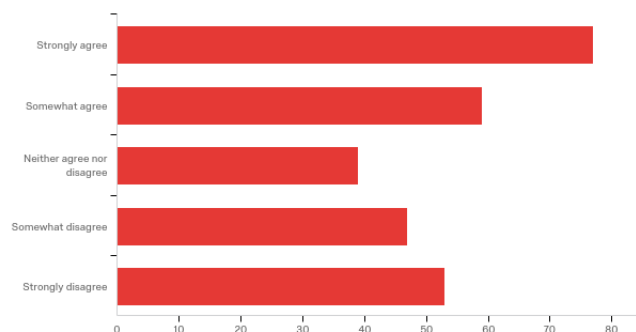
The survey supports the classification of the following items as somewhat high priority areas for maintaining or increasing funding:

- Salaries and benefits
- Small class size

Salaries and benefits

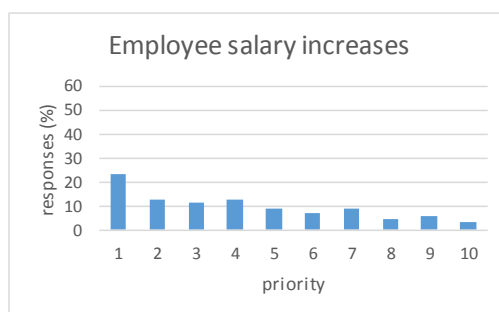
One of the survey questions asked about the importance of raises, even in a difficult budgetary environment when positions are being eliminated. The results, illustrated in Figure 4, show that faculty's opinions are split on this topic: 49.45% agreed or strongly agreed while 36.36% disagreed or strongly disagreed (see p. 5 of Appendix B).

Figure 4: "If it is necessary to eliminate positions (either filled or unfilled), funds within NKU's budget should still be allocated to a faculty/staff raise pool."



In Question 4, where respondents ranked 10 items on a scale of 1 (most important to fund) to 10 (least important to fund), employee salary increases was ranked in the top 3 of the 10 items by 47.5% (131) of respondents. In contrast, only 14.5% (40) placed salary increases among the 3 lowest-ranked items. See Figure 5 and p. 3 of Appendix B.

Figure 5: Ranking given in ques. 4 to "Employee salary increases" (1=most important to fund)



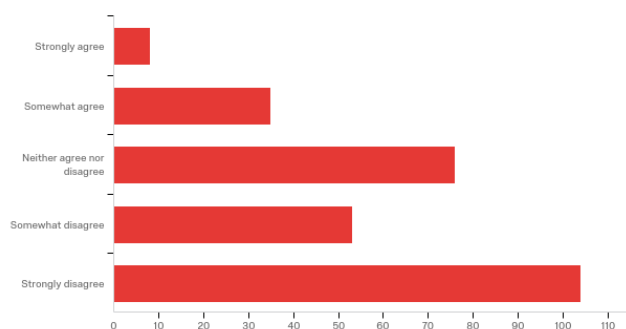
Several qualitative comments indicate the mixed opinions that respondents expressed about salaries.

- This is a really impossible exercise. ...Seems ridiculous to say raises are important when some faculty and staff could lose jobs altogether. And yet, raises are important.
- I believe it is critically important to support our faculty and staff with appropriate salary increases - we must invest in our people. When we do not provide appropriate salary increases, the morale drops, seriously impacting the positive momentum of the campus.
- I think if any layoffs happen, it will be important to keep anyone left excited to work here. Still implementing a small raise can go a long way.
- Don't raise class size. Pay the faculty. Keep a core at NKU strong.
- It would be better to go without a raise this year/next year and/or leave open positions unfilled than go to the drastic measure of cutting employees.
- I do not prioritize raises. Rather, I prioritize maintaining as many faculty positions as possible.

- This year’s budget concerns are the worst I have seen in years. I would rather see positions saved versus raises in these tough times.
- Investing in faculty through project grants, summer fellowships, and sabbaticals is a cost-effective means of building skills and expertise while keeping faculty morale high in a time of small to no salary increases.

Another question asked specifically about equity adjustments. The responses indicated that many faculty believe that equity issues still exist. While 16% agreed or somewhat agreed that last year’s adjustments adequately addressed the salary equity issues, 57% disagreed or somewhat disagreed, indicating that significant equity problems remain. See Figure 6 below and p. 6 of Appendix B.

Figure 6: Responses to “I believe last year’s salary equity adjustments adequately addressed inequities.”



Below are some comments that reflect faculty’s ongoing concerns about salary equity issues:

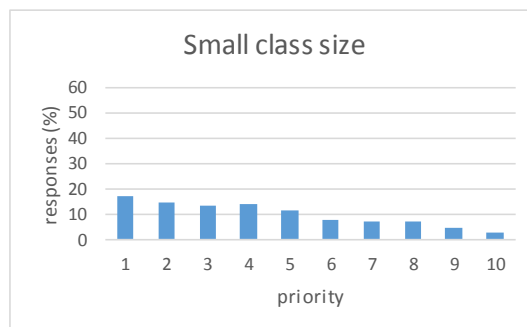
- I believe that to maintain quality educators, they must feel respected and valued, and the fact that we have such compression issues contributes to quality professor loss and poor morale amongst all faculty.
- Morale among faculty is terrible. We desperately need equity and cost-of-living raises. We're tired of being asked to do more with less (e.g., smaller department budgets, increased workload).

Maintaining benefits is also of concern to faculty. As Figure 1 above and Appendix B (p. 10) show, many respondents ranked employee health insurance as a high priority item (121 high; 1 low).

Small class size

Small class size has long been an important feature of NKU. In question 4, 45% ranked this in the top 3 of the 10 items ranked. Another 33% ranked it 4th, 5th, or 6th. See Figure 7 below and p. 3 of Appendix B.

Figure 7: Ranking given in ques. 4 to “Maintaining small class sizes” (1=most important to fund)



Medium Priority - Maintain Funding

Based on the survey, several items fell in the category of medium priority. These are items for which we recommend that funding be maintained at the current levels:

- Technology spending
- Student support
- Graduate program breadth
- Diversity/inclusiveness efforts
- Community/civic engagement

Technology spending

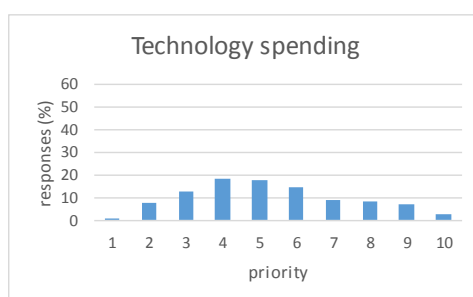
As shown in Figure 8 and p. 3 of Appendix B, “Maintaining technology spending (continuing to upgrade computers and other technology) was rated in the middle of the 10 items (4th through 7th) by the majority (60%) of respondents to question 4. Comments in the qualitative portion of the survey indicated that spending on technology is, however, important:

- Computer replacement/classroom technology needs funding, but I could not fit it in the top 7 because I believe a focus on instruction (faculty) is necessary to fulfill the mission of the institution, i.e., faculty and the tools they need to accomplish that mission.

And another respondent indicated ways of perhaps saving money on technology by allowing more faculty to have laptop rather than desktop computers:

- I am very disappointed to move into a new building and office and give up my laptop for a desktop computer. I sincerely feel the extra cost of laptops pays off in productivity and less use of paper. Moreover, when I requested to keep the old laptop and not have a desktop computer, I was denied. This would also have saved costs. ... As a faculty member, I take my laptop almost everywhere, such as meetings and home to work on preparing for classes. It does not seem cost effective to provide office computers to those who can be more productive with a mobile laptop. Additionally, with a laptop, less paper is printed for meetings or class material.

Figure 8: Ranking given in ques. 4 to “Maintaining technology spending” (1=most important to fund)



Phones are a specific area of technology spending that the university might be able to consider reducing. The responses to question 5 in the survey indicate that many respondents placed a low priority on office phones. As Figure 1 above and p. 10 of Appendix B show, many respondents (150) ranked office phones as low priority, while only 2 classified it as high priority.

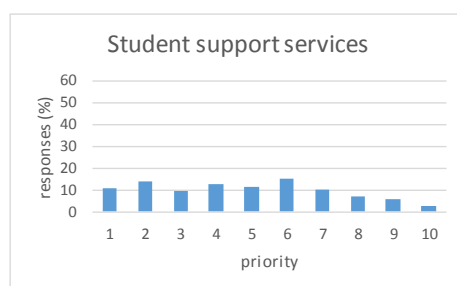
Student support

As with the other items being ranked, as Figure 9 below shows, many faculty placed student support in the middle of the rankings. As shown in p. 3 of Appendix B, 50% ranked it 4th through

7th and 34% ranked it in the top 3. Faculty believe these services to be important to students, as the following comments from the qualitative portion of the survey indicate:

- Ultimately, I believe NKU's priority should be to NOT disrupt the student experience as much as possible. Support programs like those offered by Learning PLUS (tutoring, supplemental instruction, Writing Center, etc.), Career Services, and first-year support are essential to student success and retention efforts.
- I feel very strongly that we need strong support resources for our students, which will help with other areas of concern including retention and enrollment. Please, please don't cut that part of the budget!!! I can't emphasize enough how important and necessary these resources are for professors and students alike. ... I don't know what I'd do without UCAP and Student Wellness and having both in centralized parts of campus and run by amazing and caring staff. I don't want these services outsourced or taken off campus. There have been times where I send my students directly to those offices from class for immediate attention, and I have even walked students over there.

Figure 9: Ranking given to “Student support (e.g., Norse Advising, Veterans Resource Station, Health/Counseling/Student Wellness, NKU Rocks, Latino Programs & Services, Greek Life, LGBTQ Programs & Services, First-Year Programs, New Student Orientation, Student Achievement & Success Services, Learning Plus, Career Services, ” (1 = most important to fund)

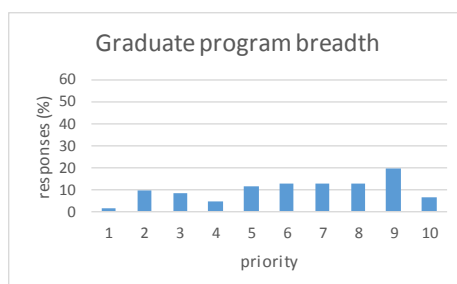


Graduate program breadth

In comparison to undergraduate programs (which 62% ranked in the top 3 in the rankings in question 4 as shown in Figure 2 above), 39% ranked maintaining graduate program breadth in the bottom 3 of the 10 items ranked, while 19% ranked it in the top 3 (see p. 3 of Appendix B). One respondent pointed out that perhaps the administrative structure of graduate programs and other items could be reduced before reducing the item itself:

- In cutting the budget, the University should not conflate the need for programs with the need for administrative bloat connected to those programs. For example, the question of whether we should retain graduate programs is not the same as the question of whether we should retain an Office of Graduate Education and Research headed up by a Vice President.

Figure 10: Ranking given in ques. 4 to “Maintaining breadth of graduate programs (avoiding graduate program elimination)” (1 = most important to fund)

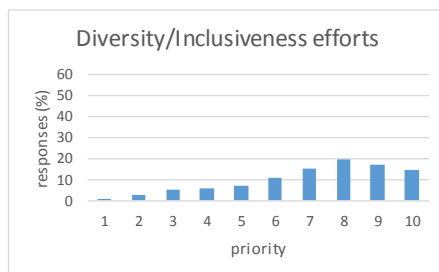


Diversity/inclusiveness efforts

Diversity/inclusiveness was a comparatively low-ranked item, as shown in Figure 1 and Figure 11 below, with 51% ranking it in the bottom 3 of the 10 items ranked in question 4 (see p. 3 of Appendix B). Additionally, inclusive excellence was categorized in question 5 as low priority by 85 respondents and high priority by 10 (see p. 10 of Appendix B). While these results do not mean current funding for diversity/inclusiveness efforts should be reduced, it may indicate that it is not a priority item for additional funding. It is also important to consider that some of the responses relate not to the concepts of diversity and inclusion but to the perceived value of the administrative structure related to “inclusive excellence,” as indicated by comments such as the following:

- Put students' education first, including diversity and inclusion.
- Things like Inclusive Excellence and Recruitment are important; however, it seems that actual changes/improvements based on these efforts are not worth the amount of money spent on them (although they look good on paper).

**Figure 11: Ranking given in ques. 4 to “Diversity/Inclusiveness efforts”
(1 = most important to fund)**

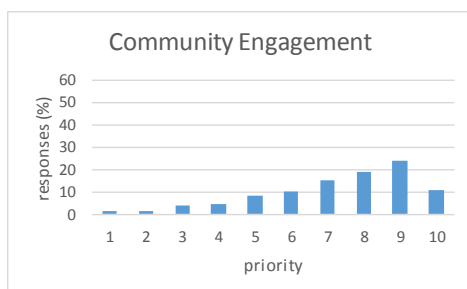


Community/civic engagement

In question 4, this item was ranked among the bottom 3 by 54% of respondents (see p. 3 of Appendix B), as shown in Figure 12 below. In question 5, 64 respondents identified it as low priority and 14 identified it as high priority (see p. 10 of Appendix B). This result may stem from community engagement not being as much of an emphasis of the past NKU president (Mearns) as it had been for the prior president (Votruba). As with diversity/inclusiveness efforts, this result does not mean that faculty believe current funding supporting community engagement should be reduced, although it may indicate that it is not a priority item for additional funding. Some qualitative comments expressed concern about decreased emphasis in this area:

- We are losing our connections and engagement with the community. This is what made us unique and attractive to future and current students.

**Figure 12: Ranking given in ques. 4 to “Community engagement”
(1 = most important to fund)**



Low Priority - Decrease Funding

In the survey results, three items stood out as areas in which faculty believed funding should be decreased:

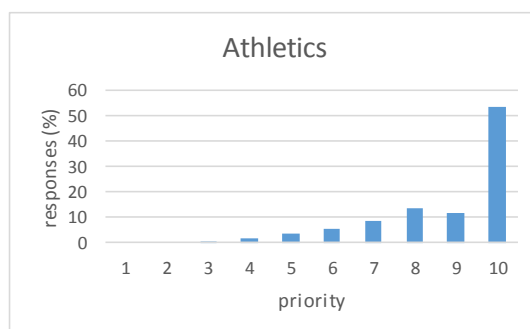
- Athletics
- Administration
- Consultants

Athletics

Athletics was by far the lowest-ranked item among the 10 items ranked in question 4. As shown in Figure 13 below, fewer than 1% of respondents (2/276) ranked athletics among the top 3 items. The vast majority ranked it quite low: 54% (149) ranked it last, and 79% ranked it in the bottom 3 (see p. 3 of Appendix B). Likewise, in question 5, as shown in Figure 1 and p. 9 of Appendix B, many faculty ranked athletics as a low priority item (135 low vs. 4 high). Here are some example faculty comments supporting this ranking:

- NKU is an institute of higher learning. Academics and students come first. The \$10 million a year in net spending on Division 1 athletics when students are hurting with tuition hikes and we are unable to maintain faculty and staff is deplorable.
- Eliminate athletics and MANY administration positions BEFORE ANY faculty (including lecturers) are eliminated. Students come here to learn, not watch athletic events!!!!

**Figure 13: Ranking given in ques. 4 to “Athletics”
(1 = most important to fund)**



Administration

Because administrative costs are embedded within the items asked about in the survey, they were not listed in any of the questions as a separate item. However, numerous comments in the qualitative portion of the survey identified administration as an area with opportunities for funding reductions. Below are some of these comments. Additional comments about administrative costs can be found on pp. 25-27 of Appendix B.

- Please make sure when positions are eliminated and people are laid off that some of those positions eliminated and people laid off include upper level administrators. That is important from both cost savings and morale perspective.
- Evaluate high cost emeritus positions. Change whatever needs to be changed so that any future administrator can't return to a faculty position making a CEO salary - especially if that individual was removed from his administrative position for cause.

- Eliminate faculty positions paying extremely high salaries...especially those that were prior deans, VPs, or president.
- Look at the policy of having administrators step down to become faculty members at a much higher salary than their peers - for example, revise the policy to specify that a former administrator can only make 110% or 120% of the average salary of a full or associate professor (whatever their level) in their home college.
- NKU has too many vice presidents and too many administrators.
- Avoid administrative bloat, like provosts creating vice provosts and assistant provosts to do their work.
- Reducing unnecessary administrative positions and excessive leadership positions is always a good place to start. Positions can consolidate duties much like other universities have done this year facing this budget.
- Certainly there are opportunities for savings and optimization in the higher administrative ranks. NKU's overhead is somewhat oversized for an institution like ours.
- Consider collapsing some of the levels. How many folks do we realistically need in upper management? Could some jobs be combined?
- It is time for the President, Provost, Vice Presidents/Vice Provosts, and AVPs to reduce their ranks. Positions that work directly with students have been cut to the point that NKU's commitment to Students First is lip service to get students in the door but once they get here, there aren't enough people to serve their needs. Upper level administration needs to be reduced - their ranks keep growing while those who work directly with students keep being cut.
- It appears to faculty that a significant increase in administrative hires has occurred in our university over the past few years. I think it is important to look at the layers that have been created relative to the university mission.
- Every time there is a budget issue, the staff and lecturers are the ones who are in fear of losing their jobs. For there to be credibility and trust in this process, some high level administrators need to also lose their jobs as part of the overall process. I am in the classroom every day fulfilling the mission of the University, and yet I will probably be one of the first layoffs to happen this time around.
- Why are we opening the Honors College when real honors students will not be attracted to a university in financial crisis? Don't add an unnecessary dean.
- It looks terrible to hire another six-figure VP while people are losing their jobs left and right here. Do we really NEED a VP for the Health Innovations building? Hiring one seems like a bad move in this economic climate.

Consultants

Another area receiving low ratings from faculty is consultants. "Search firms and other external consultants" was the only item in question 5 that not a single respondent ranked as high priority, while 222 ranked it as low priority (see p. 10 of Appendix B). Here are some representative comment about consultants:

- During the last few years, the university has hired very expensive consultants. No evidence has been presented to justify the expenditures or to demonstrate positive results from the work. Even though these are one-time expenditures, it appears that there are similar very expensive consultants brought in each year. Also, the expensive recruitment consultants do not appear to be effective. Even though we might have more applications, the yield is not high, and our enrollment is not growing.

- Administration is making decisions and signing contracts with outside groups (Academic Partnerships, Instructional Connections, and external search firms) without including those impacted in discussions.

The categories discussed above include the main findings of the survey. While not every item has been discussed, we believe the results of this survey provide a good representation of faculty's budget priorities.

Recommendations

Below are the top two recommendations for the FY19 budget process and beyond based on the results of the 2018 faculty budget priorities survey.

Preserve teaching-related investments and instructional support—do not cut faculty lines or programs.

Budgetary allocations should support NKU's mission to deliver "innovative, student-centered education." An analysis of NKU's budgets and audited financial statements over the last decade seems to show that the percentage of spending devoted to instructional costs has declined. Therefore, when making cuts to NKU's budget, we recommend that no instructional support or faculty lines be cut, including non-tenure track temporary and renewable faculty, who generate revenues for the university and have direct contact with students. Budget cuts should not target positions simply because they are easiest to eliminate.

Preserve breadth of undergraduate academic programs in a mission-oriented way.

We recommend that breadth of programs be preserved. However, we also realize that NKU cannot be all things to all people. We recommend that the upcoming strategic planning process examine ways to maintain breadth while also maintaining focus and capitalizing on synergies. Here are some example comments that illustrate this idea:

- It is a reality that NKU must narrow its focus as a university as higher ed moves into a new reality of minimal state funding. We have to distinguish ourselves with certain highlight programs and not try to be everything to everyone.
- NKU needs to restructure the academic side. There are too many small colleges, and there are redundancies both across and within those colleges.
- We need a radical revisioning of what the university should look like as we move into the next decade. Maybe we need to look at how to be a "Frontier or Allegiant-type" institution—be clear about the mission, offer programming at competitive prices, and stop trying to be all things to all people.

Additionally, the results of the survey supports several other recommendations, as explained below.

Continue investments in student financial aid.

Many survey respondents ranked need-based and merit-based financial aid as high priority items. Scholarships are a way of offsetting rising tuition costs and increasing NKU's competitiveness in the market.

Avoid neglecting salary issues.

NKU's ongoing budget challenges raise questions about whether funding can afford to be allocated to increased salaries (cost of living and/or merit) and salary equity (both internal and external). However, as indicated in this survey, these issues cannot be consistently given low priority because they impact faculty morale.

Continue to devote funds to enrollment and retention efforts.

In this competitive environment, we understand the importance of enrollment and retention and seeking new means of revenue generation. Faculty and staff should be incentivized to be an integral part of these efforts.

Seek to remedy unintended results of the new budget model.

Some of the responses to the survey indicate that the new budget model may be causing dysfunctional decisions and competition rather than collaboration. Below are some examples:

- Classes with 35+ students have been cancelled due to budget concerns from the rent the college has to pay for teaching space to the university. It really is probably the dumbest thing I have ever heard.
- Collegiality is eroding. The new budget model is seeing courses created within disciplines with external courses being eliminated. The provost and others said this would not happen and would be restricted, yet that is happening. Departments are making decisions without having discussions with other departments, even going in a direction other than regional colleges/universities.

Consider reducing spending on office phones.

As Figure 1 and p. 10 of Appendix B show, 150 respondents ranked office phones as low priority item, while only 2 classified it as high priority.

Examine athletics costs, share findings with faculty, and evaluate what cuts can be made.

The survey identified athletics as an area for which NKU's spending could be reduced. The following comments from the survey provide good suggestions and raise some relevant questions:

- Revisit BIG-ticket investments we have made in the past several years. Is it cost-effective to return to Division II athletics?
- Is athletics a drain on NKU budget? How much does it bring in in real dollars, if anything at all? How much does it cost in real dollars? Athletics may bring "intangible" benefits (better GPA students, better visibility? other?), please convert the intangible benefits in real dollars so that we can make informed decisions on budget priorities for NKU. In the current financial climate, we really do not have any option but to be accurate and decisive on what is essential and what is not.

Reduce administrative costs, including mid-level and senior management positions.

The responses to this survey indicate that the cost of and perceived excess of administrative positions are of great concern to faculty. Many faculty seem to perceive the costs of higher-level administrators as being excessive and believe that administrative costs would offer a much better target for budget cuts than would instructional costs, which cover faculty and staff who are directly involved with serving students and generating revenue. This survey, as well as the 2015 faculty budget priorities survey and the 2016 Faculty Senate survey clearly

demonstrate that there is a perception that there have been many high-level/high-salaried (>\$100K) administrative hires recently during a time when instructional faculty (many earning well <\$50K) are being threatened with termination.

Modify the policies to better control the salaries paid to administrators returning to the faculty.

It has been common practice to hire administrators at high salaries with tenure. Whether their administrative positions are short- or long-lived, they are often able to return to the faculty at salaries much higher than their peers, creating serious morale, equity, and budget issues. There are current cases where multiple faculty could be hired in lieu of a single formal administrator's salary. We recommend remedying this situation by establishing more consistent policies for determining fair and equitable salaries for administrators returning to the faculty.

Provide information to and solicit input from Faculty Senate when mid- to -upper-level administrative positions are created or become open.

We recommend that mid-to upper-level administrative positions be presented to and explained to the Faculty Senate prior to being posted. These positions equate to the salaries of several instructional faculty. This procedure could help understanding among faculty as to the purpose of these positions. Additionally, communicating in this way could make the positions more widely publicized and generate qualified applicants from within NKU.

When possible, use internal expertise rather than hire consultants.

This and previous surveys overwhelmingly indicate that faculty would prefer to see less spending on search firms and other consultants. We recommend that, when possible, internal expertise be sought. It would seem to be a win-win to give faculty the opportunity to get course releases or stipends for performing work that consultants would otherwise provide.

Design the upcoming strategic planning process to center around identifying and focusing NKU on its priorities.

This survey expressed the desire to return NKU's focus to students and teaching, as the following example comments indicate:

- When trying to decide how to deal with these challenges, we need to stay true to our mission of excellent education for our students. We may need to temporarily or even permanently change how we do things, but we should be mindful of how those changes impact our mission. Hopefully, that will help us make good decisions in difficult times.
- We need to carefully consider what is possible and desirable in terms of our mission. Much time and energy is spent on redundant processes and overtaxing faculty and staff as a result. If we focused and streamlined the work we do, then we would have a better idea of our actual needs.
- At its core, a university should be students and faculty living, working, and creating together. Without students and without full-time faculty, the mission of the university has already failed. We need support for students and support for faculty. We need dedicated teachers to energize the next generation of Kentuckians ... we need to focus on our core mission to educate our regional population in reading, thinking, exploring, and creating.
- I think there are a lot of things that are underfunded so I found it hard to just pick a few. I think it is important to recruit and retain students, but we need to fund things that will help retain faculty/staff as well. In the end, we need to always support our core missions and values of a student-centered environment, but not at the expense of pushing faculty/staff to their limits. I feel that the current NKU is not the NKU I was hired at.

Continue to improve communication and faculty understanding of the details surrounding budgeting and expenditures.

We appreciate the budget updates and forums that have been provided. We also believe that shared and collegial governance suggests that Faculty Senate should be more involved in providing input into and discussing difficult budgetary decisions. If any significant cuts to instruction are necessary, we request that the Faculty Senate Budget Committee and/or Executive Committee have the opportunity to be informed of these cuts and suggest alternatives. We greatly appreciate the increased involvement of upper administration with the Faculty Senate Budget Committee over the past few years and hope that can continue and expand in ways that will help increase faculty understanding and input into the details surrounding NKU's budgeting and expenditures.

APPENDIX A

Blank Survey

FACULTY BUDGET PRIORITIES SURVEY - 2018

Each year, NKU must make decisions about what to prioritize in its budget. This survey contains several items that need ranking. It also requests your comments and suggestions about various budgetary issues.

PART ONE:

The answers to the demographic questions below will help identify patterns within colleges and ranks/positions.

1. What is your college?

-
- College of Arts & Sciences
 - College of Education & Human Services
 - College of Health Professions
 - College of Informatics
 - Haile/US Bank College of Business
 - Salmon P. Chase College of Law
 - Steely Library
 - Prefer not to answer

2. What is your rank/position?

-
- Full professor
 - Associate professor
 - Assistant professor

- Renewable lecturer
- Temporary lecturer
- Other
- Prefer not to answer

3. How many years have you been a faculty member at NKU?

- 1-5 years
- 6-10 years
- 11 or more years
- Prefer not to answer

Block 1

PART TWO:

This set of questions addresses various budgetary items and how they should be prioritized in developing NKU's budget.

4. Limited resources and likely budget cuts will create competing needs for available funds. Please prioritize the following items by ranking them from 1 (most important to fund) to 10 (least important to fund).

- Athletics
- Community engagement
- Diversity/Inclusiveness efforts
- Employee salary increases
- Maintaining breadth of graduate programs (avoiding graduate program elimination)
- Maintaining breadth of undergraduate programs (avoiding undergraduate program elimination)
- Maintaining small class sizes

- Maintaining technology spending (continuing to upgrade computers and other technology)
- Student financial aid
- Student support (e.g., Norse Advising, Veterans Resource Station, Health/Counseling/Student Wellness, NKU ROCKS, Latino Programs & Services, Greek Life, LGBTQ Programs & Services, First-Year Programs, New Student Orientation, Student Achievement & Success Services, Learning Plus, Career Services)

5. NKU faces a budgetary situation that will involve funding tradeoffs. In your view, which items on the accompanying list are the most important to fund and which are the least important to fund? If there are items you would like to add to the list, please do so in the spaces provided.

- Choose 3-7 items that are most important to fund and move them to the High Priority box by dragging and dropping. Rank your High Priority items from 1 to 7 in terms of importance with 1 being the most important item to fund.
- Then choose 3-7 items that are least important to fund and move them to the Low Priority box by dragging and dropping. Rank your Low Priority items from 1 to 7 in terms of unimportance with 1 being the least important item to fund.

| Items | Highest priority items (1=highest priority, 2 = next highest, etc.) - Choose from three to seven. |
|--|---|
| athletics | <div style="border: 1px solid black; height: 100px; width: 100%;"></div> |
| enrollment and retention efforts | |
| orientation & first-year student support | |
| merit-based scholarships | |
| need-based scholarships | |
| academic advisors (full-time) & advising centers | |
| student health, counseling, and wellness | |
| | Lowest priority items (1=lowest priority, 2 = next lowest, etc.) - Choose from three to seven. |
| | |



adjunct faculty positions

renewable lecturer
positions

temporary lecturer
positions

tenure-track faculty
positions

faculty course releases

library resources

office computers

office phones

online teaching
support/CITE

software & classroom
technology

alumni relations

building and ground
maintenance

custodial services

university police

civic engagement

education abroad

experiential learning

inclusive excellence

marketing &
communication

search firms and other
external consultants

university development &
fundraising

employee salary-cost of
living increases

employee salary-equity
(salary adjustments to

address compression or
other inequities)

employee salary-merit
raises

employee health
insurance

employee benefits other
than health insurance
(e.g., dental, vision, life,
long-term disability)

faculty sabbaticals,
summer fellowships,
project grants

Other not listed (please
describe)

Other not listed (please
describe)

Other not listed (please
describe)

6. If it is necessary to eliminate positions (either filled or unfilled), funds within NKU's budget should still be allocated to a faculty/staff raise pool.

-
- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

7. I believe last year's salary equity adjustments adequately addressed inequities.

-
- Strongly agree
- Somewhat agree

- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

PART THREE:

You're almost done! This questions seeks your input on topics related to NKU's budgetary decisions.

Please provide any other suggestions, comments, or questions that you believe might be helpful as the university considers budget priorities for the upcoming fiscal year.

Thank you for participating!

Clicking >> will submit your survey.

Powered by Qualtrics

Faculty Budget Priorities Survey -2018

April 12th 2018

APPENDIX B Survey Results

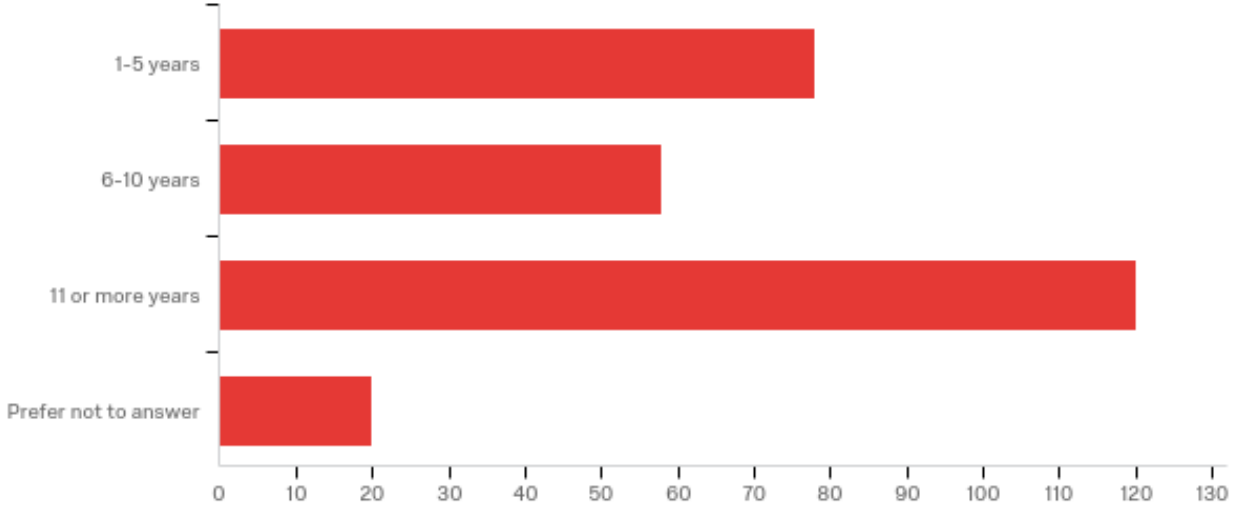
Q1. What is your college?

| # | Answer | | Count |
|---|---------------------------------------|-------|-------|
| 1 | College of Arts & Sciences | 47.3% | 131 |
| 2 | College of Education & Human Services | 10.8% | 30 |
| 3 | College of Health Professions | 6.9% | 19 |
| 4 | College of Informatics | 13.7% | 38 |
| 5 | Haile/US Bank College of Business | 6.5% | 18 |
| 6 | Salmon P. Chase College of Law | 2.2% | 6 |
| 7 | Steely Library | 3.2% | 9 |
| 8 | Prefer not to answer | 9.4% | 26 |
| | Total | 100% | 277 |

Q2. What is your rank/position?

| # | Answer | % | Count |
|---|----------------------|-------|-------|
| 1 | Full professor | 17.3% | 48 |
| 2 | Associate professor | 29.3% | 81 |
| 3 | Assistant professor | 13.4% | 37 |
| 4 | Renewable lecturer | 14.8% | 41 |
| 5 | Temporary lecturer | 7.2% | 20 |
| 7 | Other | 3.2% | 9 |
| 8 | Prefer not to answer | 14.8% | 41 |
| | Total | 100% | 277 |

Q3. How many years have you been a faculty member at NKU?



| # | Answer | % | Count |
|---|----------------------|--------|-------|
| 1 | 1-5 years | 28.26% | 78 |
| 2 | 6-10 years | 21.01% | 58 |
| 3 | 11 or more years | 43.48% | 120 |
| 4 | Prefer not to answer | 7.25% | 20 |
| | Total | 100% | 276 |

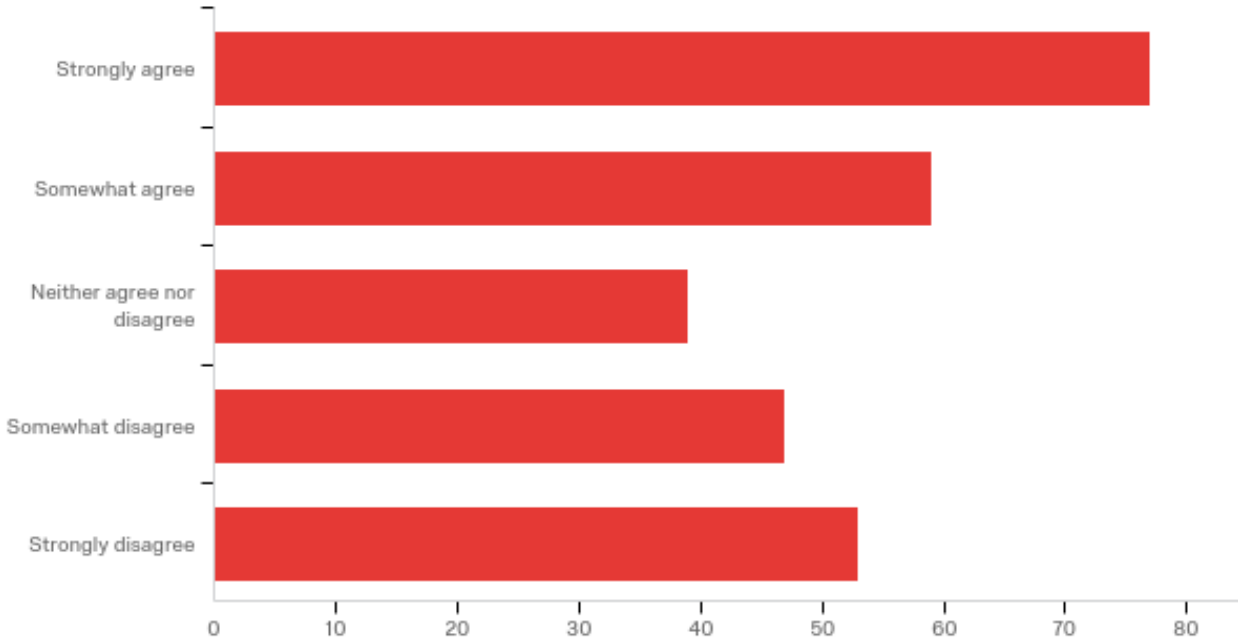
Q4 - 4. Limited resources and likely budget cuts will create competing needs for available funds. Please prioritize the following items by ranking them from 1 (most important to fund) to 10 (least important to fund).

| # | Item | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Total |
|----|---|----|----|----|----|----|----|----|----|----|-----|-------|
| 1 | Athletics | 0 | 0 | 2 | 5 | 10 | 16 | 24 | 38 | 32 | 149 | 276 |
| 2 | Community engagement | 4 | 5 | 11 | 12 | 24 | 29 | 42 | 53 | 66 | 30 | 276 |
| 3 | Diversity/Inclusiveness efforts | 3 | 7 | 14 | 17 | 20 | 30 | 43 | 54 | 48 | 40 | 276 |
| 4 | Employee salary increases | 64 | 35 | 32 | 35 | 25 | 20 | 25 | 13 | 17 | 10 | 276 |
| 5 | Maintaining breadth of graduate programs (avoiding graduate program elimination) | 4 | 26 | 23 | 13 | 31 | 35 | 36 | 36 | 54 | 18 | 276 |
| 6 | Maintaining breadth of undergraduate programs (avoiding undergraduate program elimination) | 88 | 39 | 43 | 26 | 18 | 16 | 18 | 16 | 6 | 6 | 276 |
| 7 | Maintaining small class sizes | 47 | 40 | 37 | 38 | 32 | 22 | 19 | 20 | 13 | 8 | 276 |
| 8 | Maintaining technology spending (continuing to upgrade computers and other technology) | 3 | 21 | 36 | 51 | 49 | 40 | 25 | 24 | 20 | 7 | 276 |
| 9 | Student financial aid | 33 | 65 | 52 | 44 | 35 | 26 | 15 | 3 | 3 | 0 | 276 |
| 10 | Student support (e.g., Norse Advising, Veterans Resource Station, Health/Counseling/Student Wellness, NKU ROCKS, Latino Programs & Services, Greek Life, LGBTQ Programs & Services, First-Year Programs, New Student Orientation, Student Achievement & Success Services, Learning Plus, Career Services) | 30 | 38 | 26 | 35 | 32 | 42 | 29 | 19 | 17 | 8 | 276 |

| # | Field | Mean | Std Deviation | Variance | Count |
|---|--|------|---------------|----------|-------|
| 1 | Athletics | 8.78 | 1.67 | 2.79 | 276 |
| 2 | Community engagement | 7.25 | 2.13 | 4.52 | 276 |
| 3 | Diversity/Inclusiveness efforts | 7.14 | 2.23 | 4.96 | 276 |
| 4 | Employee salary increases | 4.16 | 2.73 | 7.48 | 276 |
| 5 | Maintaining breadth of graduate programs (avoiding graduate program elimination) | 6.33 | 2.50 | 6.27 | 276 |
| 6 | Maintaining breadth of undergraduate programs (avoiding undergraduate program elimination) | 3.45 | 2.54 | 6.43 | 276 |

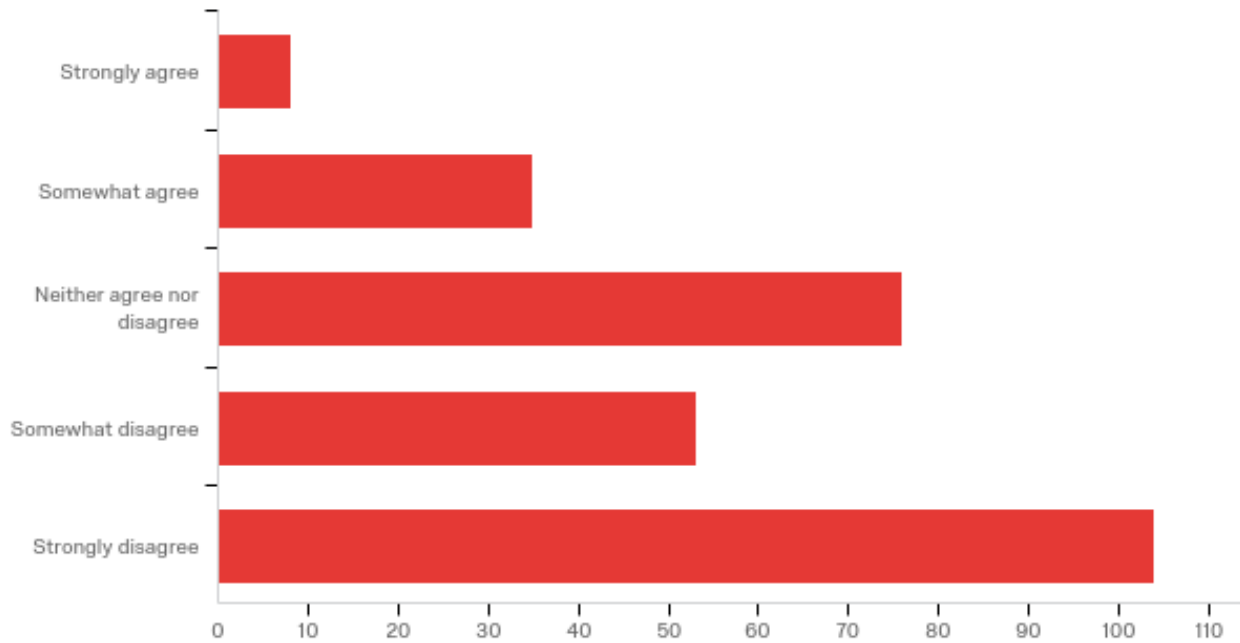
| | | | | | |
|-----------|---|------|------|------|-----|
| 7 | Maintaining small class sizes | 4.25 | 2.57 | 6.62 | 276 |
| 8 | Maintaining technology spending (continuing to upgrade computers and other technology) | 5.29 | 2.14 | 4.57 | 276 |
| 9 | Student financial aid | 3.56 | 1.86 | 3.45 | 276 |
| 10 | Student support (e.g., Norse Advising, Veterans Resource Station, Health/Counseling/Student Wellness, NKU ROCKS, Latino Programs & Services, Greek Life, LGBTQ Programs & Services, First-Year Programs, New Student Orientation, Student Achievement & Success Services, Learning Plus, Career Services) | 4.80 | 2.52 | 6.34 | 276 |

Q19 - 6. If it is necessary to eliminate positions (either filled or unfilled), funds within NKU's budget should still be allocated to a faculty/staff raise pool.



| # | Answer | % | Count |
|----|----------------------------|--------|-------|
| 11 | Strongly agree | 28.00% | 77 |
| 12 | Somewhat agree | 21.45% | 59 |
| 13 | Neither agree nor disagree | 14.18% | 39 |
| 14 | Somewhat disagree | 17.09% | 47 |
| 15 | Strongly disagree | 19.27% | 53 |
| | Total | 100% | 275 |

Q20 - 7. I believe last year's salary equity adjustments adequately addressed inequities.



| # | Answer | % | Count |
|----|----------------------------|--------|-------|
| 13 | Strongly agree | 2.90% | 8 |
| 14 | Somewhat agree | 12.68% | 35 |
| 15 | Neither agree nor disagree | 27.54% | 76 |
| 16 | Somewhat disagree | 19.20% | 53 |
| 17 | Strongly disagree | 37.68% | 104 |
| | Total | 100% | 276 |

Q18 - 5. NKU faces a budgetary situation that will involve funding tradeoffs. In your view, which items on the accompanying list are the most important to fund and which are the least important to fund? If there are items you would like to add to the list, please do so in the spaces provided. Choose 3-7 items that are most important to fund and move them to the High Priority box by dragging and dropping. Rank your High Priority items from 1 to 7 in terms of importance with 1 being the most important item to fund. Then choose 3-7 items that are least important to fund and move them to the Low Priority box by dragging and dropping. Rank your Low Priority items from 1 to 7 in terms of unimportance with 1 being the least important item to fund.

Other not listed (please describe) - Text

Faculty laptops. This is a great investment. We are able to go to meetings and use laptops instead of printing out the agenda. Additionally, we can work from where ever we are. To have computers at the desk is unproductive. I am very disappointed to move into a new building and office and give up my laptop for a desk computer. I sincerely feel the extra costs of laptops pays off in productivity and less use of paper. Moreover, when I requested to keep the old laptop and not have a desk computer, I was denied. This also saves costs.

Staff Positions

online tenure track positions

No more newly created administration positions

Achieve and Maintain excellent academic programs

computers & technology for all employees equally [not teaching before non-teaching]

Child Care Center

Too many Associate administrators

Administration

administrators for EVERYTHING

academic and student support services including some listed separately on the left

Free parking for highly paid administrators

salaries/positions for Votruba, Wells, and former dean of law school

Upper- and mid-level administrators who don't teach

cut administrative positions--I don't know what most of those people even do

print- internal mailings

keeping on ex-administrators at such a large portion of their previous salary.

i see nothing on this list that i want to sacrifice

Scripps Center

6 figure administration positions

inequity of adjunct faculty salaries

too many to deal with on this list

Administration

Administrative Positions/Staff

Support Services (tutoring, supplemental instruction, career services, etc.)

New Buildings - Stop trying to make us into something that we're not. We can't afford it.

new administrative positions/directors

Remove some upper level administrative positions. NKU is top heavy in this financial climate.

"Special perks" (e.g. overseas travel) for Provost

too many VPs of everything

Administrative Positions

the number of upper level administrators

Reduce the number of highly paid administrators--the number of vice presidents, presidents, and top level administrators has exploded exponentially over the past 5 years

Any activity that is not at least revenue-neutral

administrative positions - deans, assistant deans, associate deans, etc

Sponsorships of out of town conferences

inequity of adjunct faculty benefits

Administration

Overpaid VP for new buildings (e.g., NKU/St.Es VP for Health Innovation). Seriously? Are you kidding us right now?!

This is really impossible exercise. For instance, you can't choose between different types of faculty as one more important than the other. Seems ridiculous to say raises are important when definitely some faculty and staff will lose jobs altogether. And yet, raises are important. Marketing and communication seems like an easy target, but those services also are important to the future of the university. There is no obvious cut on the list.

Free reserved parking for administrators

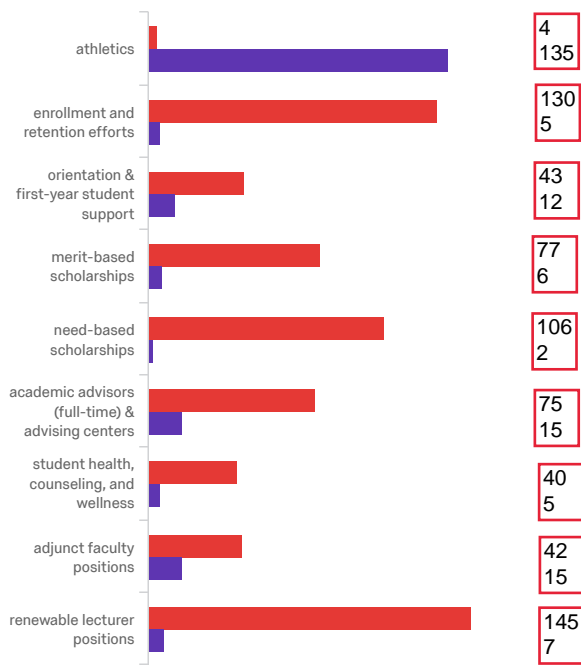
inequity of adjunct faculty institutional and departmental support

Marketing and Communication, and university development and fundraising should be condensed into one

Faculty Budget Survey - April 12, 2018

Q5. NKU faces a budgetary situation that will involve funding tradeoffs. In your view, which items on the accompanying list are the most important to fund and which are the least important to fund? If there are items you would like to add to the list, please do so in the spaces provided. Choose 3-7 items that are most important to fund and move them to the High Priority box by dragging and dropping. Rank your High Priority items from 1 to 7 in terms of importance with 1 being the most important item to fund. Then choose 3-7 items that are least important to fund and move them to the Low Priority box by dragging and dropping. Rank your Low Priority items from 1 to 7 in terms of unimportance with 1 being the least important item to fund.

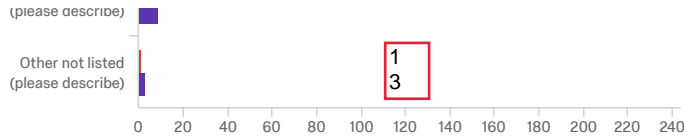
Items - blue = classified as low priority; red = classified as high priority



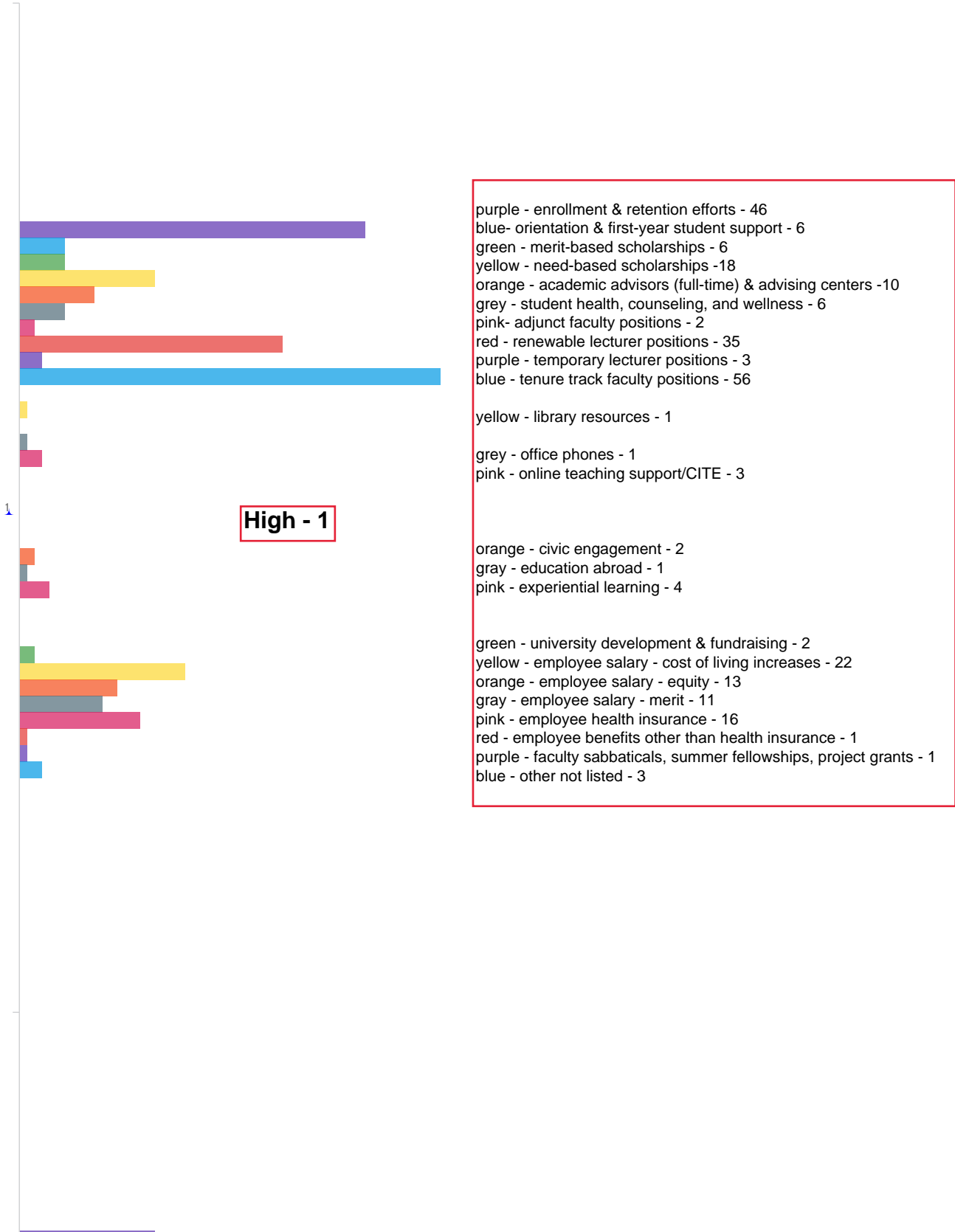


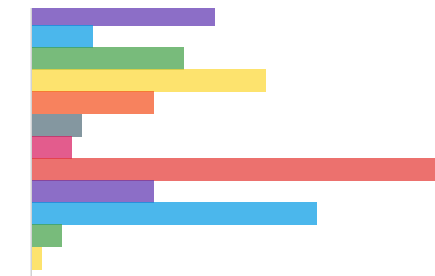
■ Highest priority items (1=highest priority, 2 = next highest, etc.) - Choos...
 ■ Lowest priority items (1=lowest priority, 2 = next lowest, etc.) - Choose f...

- athletics
- enrollment and retention efforts
- orientation & first-year student support
- merit-based scholarships
- need-based scholarships
- academic advisors (full-time) & advising centers
- student health, counseling, and wellness
- adjunct faculty positions
- renewable lecturer positions
- temporary lecturer positions
- tenure-track faculty positions
- faculty course releases
- library resources
- office computers
- office phones
- online teaching support/CITE
- software & classroom technology
- alumni relations
- building and ground maintenance
- custodial services
- university police
- civic engagement
- education abroad
- experiential learning
- inclusive excellence
- marketing & communication
- search firms and other external consultants
- university development & fundraising
- employee salary-cost of living increases
- employee salary-equity (salary adjustments to address compression or other...
- employee salary-merit raises
- employee health insurance
- employee benefits other than health insurance (e.g., dental, vision, life,....
- faculty sabbaticals, summer fellowships, project grants
- Other not listed (please describe)
- Other not listed (please describe)
- Other not listed (please describe)



5. NKU faces a budgetary situation that will involve funding tradeoffs. In...

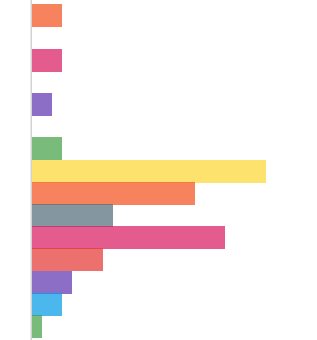




High - 2

- red - software & classroom technology - 8
- green - custodial services - 1
- orange - civic engagement - 3
- pink - experiential learning - 3
- purple - marketing & communication - 2
- green - university development & fundraising - 3
- yellow - employee salary - cost of living increases - 23
- orange - employee salary - equity - 16
- gray - employee salary - merit - 8
- pink - employee health insurance - 19
- red - employee benefits other than health insurance - 7
- purple - faculty sabbaticals, summer fellowships, project grants - 4
- blue - other not listed - 3
- green - other not listed - 1

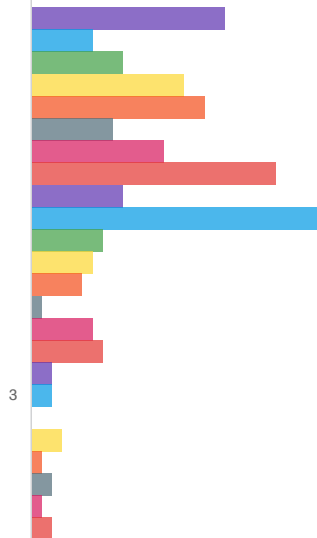
2



High - 3

- purple - enrollment & retention efforts - 19
- blue- orientation & first-year student support - 6
- green - merit-based scholarships - 9
- yellow - need-based scholarships - 15
- orange - academic advisors (full-time) & advising centers - 17
- grey - student health, counseling, and wellness - 8
- pink- adjunct faculty positions - 13
- red - renewable lecturer positions - 24
- purple - temporary lecturer positions - 9
- blue - tenure track faculty positions - 28
- green - faculty course releases - 7
- yellow - library resources - 6
- orange - office computers - 5
- grey - office phones - 1
- pink - online teaching support/CITE - 6
- red - software & classroom technology - 7
- purple - alumni relations - 2
- blue - building & ground maintenance - 2
- yellow - university police - 3
- orange - civic engagement - 1
- gray - education abroad - 2
- pink - experiential learning - 1
- red - inclusive excellence - 2

3



**High - 3
(cont'd)**

- green - university development & fundraising - 2
- yellow - employee salary - cost of living increases - 20
- orange - employee salary - equity - 10
- gray - employee salary - merit - 14
- pink - employee health insurance - 20
- red - employee benefits other than health insurance - 6
- purple - faculty sabbaticals, summer fellowships, project grants - 2
- blue - other not listed - 1
- yellow - other not listed - 1

High - 4

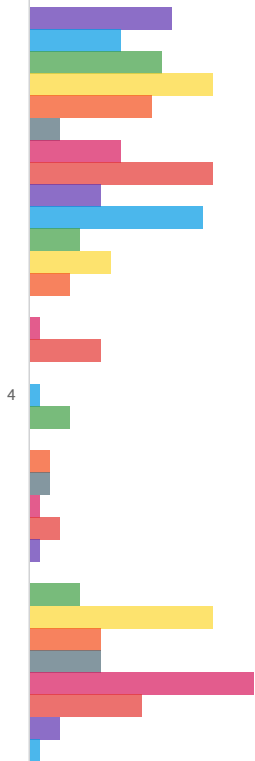
- purple - enrollment & retention efforts - 14
- blue- orientation & first-year student support - 9
- green - merit-based scholarships - 13
- yellow - need-based scholarships - 18
- orange - academic advisors (full-time) & advising centers - 12
- grey - student health, counseling, and wellness - 3
- pink- adjunct faculty positions - 9
- red - renewable lecturer positions - 18
- purple - temporary lecturer positions - 7
- blue - tenure track faculty positions - 17
- green - faculty course releases - 5
- yellow - library resources orange - office computers - 8
- orange - office computers - 4

- pink - online teaching support/CITE - 1
- red - software & classroom technology - 7

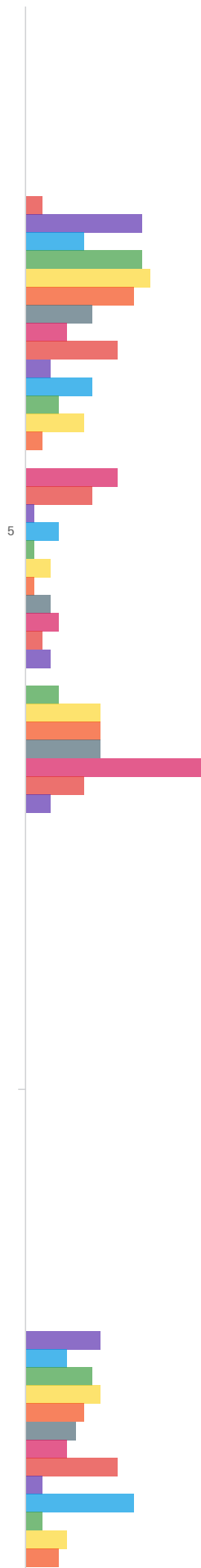
- blue - building & ground maintenance - 1
- green - custodial services - 4

- orange - civic engagement - 2
- gray - education abroad - 2
- pink - experiential learning - 1
- red - inclusive excellence - 3
- purple - marketing & communication - 1

- green - university development & fundraising - 5
- yellow - employee salary - cost of living increases - 18
- orange - employee salary - equity - 7
- gray - employee salary - merit - 7
- pink - employee health insurance - 22
- red - employee benefits other than health insurance - 11
- purple - faculty sabbaticals, summer fellowships, project grants - 3
- blue - other not listed - 1



4



- red - athletics - 2
- purple - enrollment & retention efforts - 14
- blue- orientation & first-year student support - 7
- green - merit-based scholarships - 14
- yellow - need-based scholarships - 15
- orange - academic advisors (full-time) & advising centers - 13
- grey - student health, counseling, and wellness - 8
- pink- adjunct faculty positions - 5
- red - renewable lecturer positions - 11
- purple - temporary lecturer positions - 3
- blue - tenure track faculty positions - 8
- green - faculty course releases - 4
- yellow - library resources - 7
- orange -office computers - 2

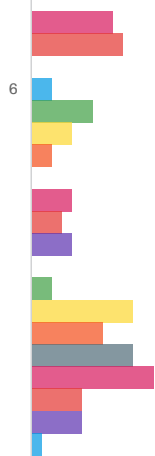
- pink - online teaching support/CITE - 11
- red - software & classroom technology - 8
- purple - alumni relations - 1
- blue - building & ground maintenance - 4
- green - custodial services - 1
- yellow - university police - 3
- orange - civic engagement - 1
- gray - education abroad - 3
- pink - experiential learning - 4
- red - inclusive excellence - 2
- purple - marketing & communication - 3

- green - university development & fundraising - 4
- yellow - employee salary - cost of living increases - 9
- orange - employee salary - equity - 9
- gray - employee salary - merit - 9
- pink - employee health insurance - 21
- red - employee benefits other than health insurance - 7
- purple - faculty sabbaticals, summer fellowships, project grants - 3

High - 5

- purple - enrollment & retention efforts - 9
- blue- orientation & first-year student support - 5
- green - merit-based scholarships - 8
- yellow - need-based scholarships - 9
- orange - academic advisors (full-time) & advising centers - 7
- grey - student health, counseling, and wellness - 6
- pink- adjunct faculty positions - 5
- red - renewable lecturer positions - 11
- purple - temporary lecturer positions - 2
- blue - tenure track faculty positions - 13
- green - faculty course releases - 2
- yellow - library resources - 5
- orange - office computers - 4

High - 6

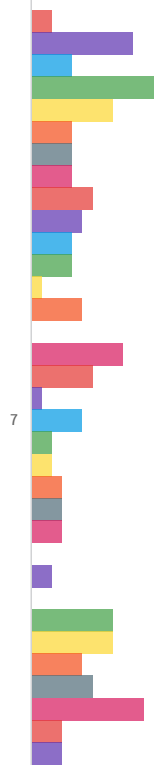


pink - online teaching support/CITE - 8
 red - software & classroom technology - 9

blue - building & ground maintenance - 2
 green - custodial services - 6
 yellow - university police - 4
 orange - civic engagement - 2

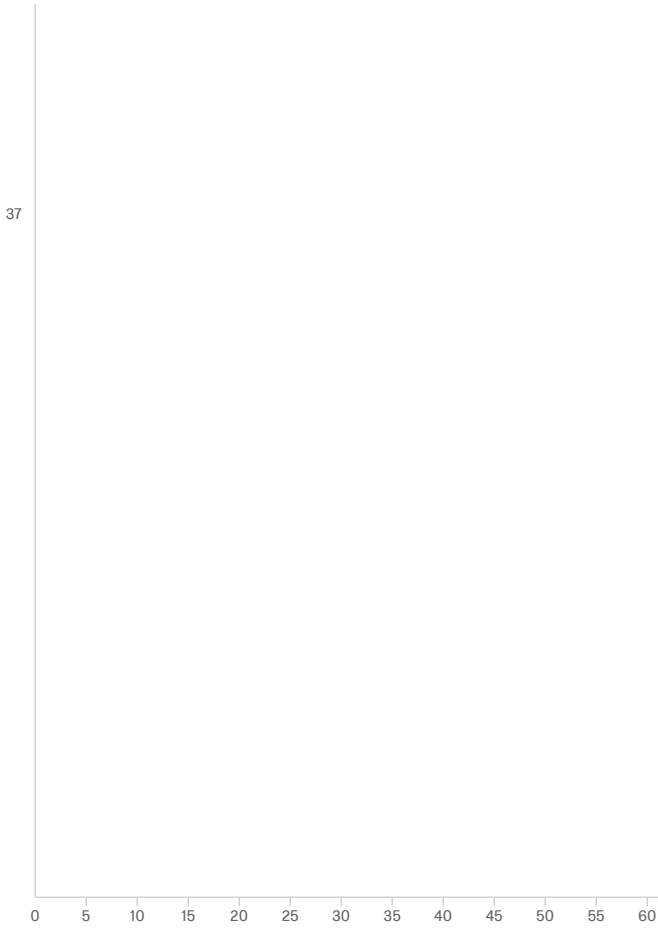
pink - experiential learning - 4
 red - inclusive excellence - 3
 purple - marketing & communication - 4

green - university development & fundraising - 2
 yellow - employee salary - cost of living increases - 10
 orange - employee salary - equity - 7
 gray - employee salary - merit - 10
 pink - employee health insurance - 12
 red - employee benefits other than health insurance - 5
 purple - faculty sabbaticals, summer fellowships, project grants - 5
 blue - other not listed - 1

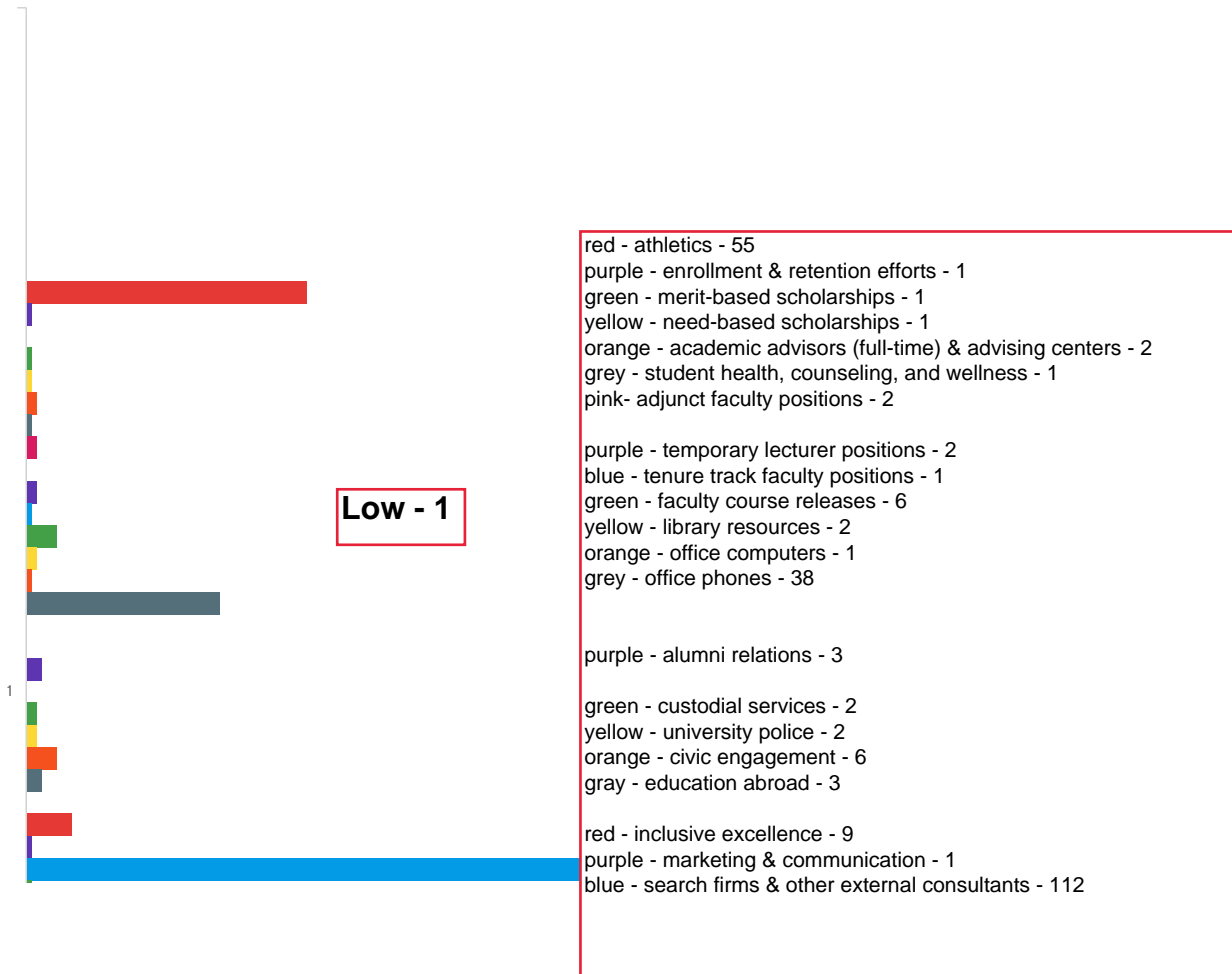


red - athletics - 2
 purple - enrollment & retention efforts - 10
 blue- orientation & first-year student support - 4
 green - merit-based scholarships - 12
 yellow - need-based scholarships - 8
 orange - academic advisors (full-time) & advising centers - 4
 grey - student health, counseling, and wellness - 4
 pink- adjunct faculty positions - 4
 red - renewable lecturer positions - 6
 purple - temporary lecturer positions - 5
 blue - tenure track faculty positions - 4
 green - faculty course releases - 4
 yellow - library resources - 1
 orange - office computers - 5
 pink - online teaching support/CITE - 9
 red - software & classroom technology - 6
 purple - alumni relations - 1
 blue - building & ground maintenance - 5
 green - custodial services - 2
 yellow - university police - 2
 orange - civic engagement - 3
 gray - education abroad - 3
 pink - experiential learning - 3
 purple - marketing & communication - 2
 green - university development & fundraising - 8
 yellow - employee salary - cost of living increases - 8
 orange - employee salary - equity - 5
 gray - employee salary - merit - 6
 pink - employee health insurance - 11
 red - employee benefits other than health insurance - 3
 purple - faculty sabbaticals, summer fellowships, project grants - 3

High - 7

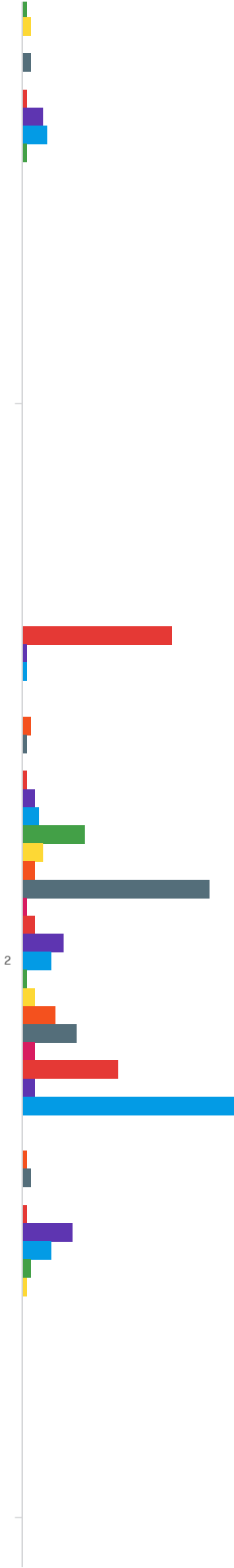


5. NKU faces a budgetary situation that will involve funding tradeoffs. In...



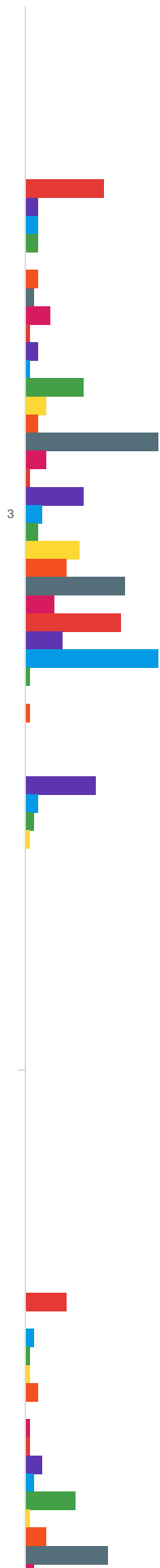
**Low - 1
(cont'd)**

green - university development & fundraising - 1
 yellow - employee salary - cost of living increases - 2
 gray - employee salary - merit - 2
 red - employee benefits other than health insurance - 1
 purple - faculty sabbaticals, summer fellowships, project grants - 5
 blue - other not listed - 6
 green - other not listed - 1



red - athletics - 36
 purple - enrollment & retention efforts - 1
 blue- orientation & first-year student support - 1
 orange - academic advisors (full-time) & advising centers - 2
 grey - student health, counseling, and wellness - 1
 red - renewable lecturer positions - 1
 purple - temporary lecturer positions - 3
 blue - tenure track faculty positions - 4
 green - faculty course releases - 15
 yellow - library resources - 5
 orange - office computers - 3
 grey - office phones - 45
 pink - online teaching support/CITE - 1
 red - software & classroom technology - 3
 purple - alumni relations - 10
 blue - building & ground maintenance - 7
 green - custodial services - 1
 yellow - university police - 3
 orange - civic engagement - 8
 gray - education abroad - 13
 pink - experiential learning - 3
 red - inclusive excellence - 23
 purple - marketing & communication - 3
 blue - search firms & other external consultants - 51
 orange - employee salary - equity - 1
 gray - employee salary - merit - 2
 red - employee benefits other than health insurance - 1
 purple - faculty sabbaticals, summer fellowships, project grants - 12
 blue - other not listed - 7
 green - other not listed - 2
 yellow - other not listed - 1

Low - 2



red - athletics - 19
 purple - enrollment & retention efforts - 3
 blue- orientation & first-year student support - 3
 green - merit-based scholarships - 3

orange - academic advisors (full-time) & advising centers - 3
 grey - student health, counseling, and wellness - 2
 pink- adjunct faculty positions - 6
 red - renewable lecturer positions - 1
 purple - temporary lecturer positions - 3
 blue - tenure track faculty positions - 1
 green - faculty course releases - 14
 yellow - library resources - 5
 orange - office computers - 3
 grey - office phones - 32
 pink - online teaching support/CITE - 5
 red - software & classroom technology - 1
 purple - alumni relations - 14
 blue - building & ground maintenance - 4
 green - custodial services - 3
 yellow - university police - 13
 orange - civic engagement - 10
 gray - education abroad - 24
 pink - experiential learning - 7
 red - inclusive excellence - 23
 purple - marketing & communication - 9
 blue - search firms & other external consultants - 32
 green - university development & fundraising - 1

orange - employee salary - equity - 1

purple - faculty sabbaticals, summer fellowships, project grants - 17
 blue - other not listed - 3
 green - other not listed - 2
 yellow - other not listed - 1

Low - 3

red - athletics - 10

blue- orientation & first-year student support - 2
 green - merit-based scholarships - 1
 yellow - need-based scholarships - 1
 orange - academic advisors (full-time) & advising centers - 3

pink- adjunct faculty positions - 1
 red - renewable lecturer positions - 1
 purple - temporary lecturer positions - 4
 blue - tenure track faculty positions - 2
 green - faculty course releases - 12
 yellow - library resources - 1
 orange - office computers - 5
 grey - office phones - 20
 pink - online teaching support/CITE - 2

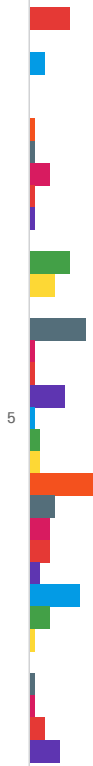
Low - 4



- red - software & classroom technology - 1
- purple - alumni relations - 9
- blue - building & ground maintenance - 5
- green - custodial services - 1
- yellow - university police - 3
- orange - civic engagement - 15
- gray - education abroad - 9
- pink - experiential learning - 5
- red - inclusive excellence - 20
- purple - marketing & communication - 6
- blue - search firms & other external consultants - 9
- green - university development & fundraising - 1
- yellow - employee salary - cost of living increases - 2
- orange - employee salary - equity - 3
- gray - employee salary - merit - 1

- red - employee benefits other than health insurance - 1
- purple - faculty sabbaticals, summer fellowships, project grants - 7
- blue - other not listed - 1
- green - other not listed - 2

**Low - 4
(cont'd)**



- red - athletics - 8

- blue- orientation & first-year student support - 3

- orange - academic advisors (full-time) & advising centers - 1
- grey - student health, counseling, and wellness -1
- pink- adjunct faculty positions - 4
- red - renewable lecturer positions - 1
- purple - temporary lecturer positions - 1

- green - faculty course releases - 8
- yellow - library resources - 5

- grey - office phones - 11
- pink - online teaching support/CITE - 1
- red - software & classroom technology - 1
- purple - alumni relations - 7
- blue - building & ground maintenance - 1
- green - custodial services - 2
- yellow - university police - 2
- orange - civic engagement - 13
- gray - education abroad - 5
- pink - experiential learning - 4
- red - inclusive excellence - 4
- purple - marketing & communication - 2
- blue - search firms & other external consultants - 10
- green - university development & fundraising - 4
- yellow - employee salary - cost of living increases - 1

- gray - employee salary - merit - 1
- pink - employee health insurance - 1
- red - employee benefits other than health insurance - 3
- purple - faculty sabbaticals, summer fellowships, project grants - 6

Low -5



red - athletics - 2

blue- orientation & first-year student support - 1
green - merit-based scholarships - 1

orange - academic advisors (full-time) & advising centers - 2

pink- adjunct faculty positions - 1
red - renewable lecturer positions - 1
purple - temporary lecturer positions - 1

green - faculty course releases - 2
yellow - library resources - 3
orange - office computers - 3
grey - office phones - 1
pink - online teaching support/CITE - 3

purple - alumni relations - 6
blue - building & ground maintenance - 2
green - custodial services - 1
yellow - university police - 4
orange - civic engagement - 6
gray - education abroad - 6
pink - experiential learning - 6
red - inclusive excellence - 6
purple - marketing & communication - 3
blue - search firms & other external consultants - 5

yellow - employee salary - cost of living increases - 1

gray - employee salary - merit - 1

red - employee benefits other than health insurance - 1
purple - faculty sabbaticals, summer fellowships, project grants - 5
blue - other not listed - 2
green - other not listed - 1

Low - 6

red - athletics - 5

blue- orientation & first-year student support - 2



- orange - academic advisors (full-time) & advising centers - 2
- pink- adjunct faculty positions - 1
- red - renewable lecturer positions - 2
- purple - temporary lecturer positions - 2
- green - faculty course releases - 5
- yellow - library resources - 1
- orange - office computers - 1
- grey - office phones - 3
- purple - alumni relations - 2
- green - custodial services - 1
- yellow - university police - 1
- orange - civic engagement - 6
- gray - education abroad - 4
- pink - experiential learning - 1
- purple - marketing & communication - 2
- blue - search firms & other external consultants - 3
- gray - employee salary - merit - 1
- purple - faculty sabbaticals, summer fellowships, project grants - 4
- green - other not listed - 1
- yellow - other not listed - 1

Low 7

Categorized Qualitative Responses from 2018 Faculty Budget Survey

Academics/Students/Mission

- Understanding no decision will be easy, focusing on the reason the university exists--to provide a quality education to students--should be top priority.
- Stop spending on everything we want and telling us we have nothing for everything we need.
- Keep with the mission of the institution, which is ACADEMIC - eliminate non-academic units, such as athletics.
- NKU is an institute of higher learning. Academics and students come first. The \$10 million a year in net spending on Division 1 athletics when students are hurting with tuition hikes and we are unable to maintain faculty and staff is deplorable.
- We need a radical revisioning of what the university should look like as we move into the next decade. Maybe we need to look at how to be a "Frontier or Allegiant-type" institution--be clear about the mission, offer programming at competitive prices, and stop trying to be all things to all people.
- Academic programs are constantly being added to the curriculum without adequate support.
- We need to carefully consider what is possible and desirable in terms of our mission. Much time and energy is spent on redundant processes and overtaxing faculty and staff as a result. If we focused and streamlined the work we do then we would have a better idea of our actual needs.
- Students' education first, including diversity and inclusion.
- Students always come first.
- Remember our promise to put students first, lead with excellence, and make a lasting difference!
- Putting resources into Academic Advising may be the most critical issue right now. Those positions have a direct impact on performance based funding from the state, they take needed pressure off faculty to free them up to teach more courses, and those roles help the retention of our students, keeping dollars in place. This should be a key part of the new strategic plan.
- We have to have enough tenure-track faculty and full-time advisors (with a consistent and somewhat centralized advising model) that can retain students much better than we have been doing. We lose millions every year in student attrition.
- When trying to decide how to deal with these challenges, we need to stay true to our mission of excellent education for our students. We may need to temporarily or even permanently change how we do things, but we should be mindful of how those changes impact our mission. Hopefully, that will help us make good decisions in difficult times.
- NKU is not a research university and never will be. Focus on our primary mission of teaching students what they need to be successful, and measure every expenditure through the lens of how it helps us teach students.
- The primary mission of the university is student education. I believe the items closest to the students should receive priority funding.
- If this is a truly performance based budget process, then, high performing programs/departments/colleges should be able to retain funds earned/developed to continue to grow and only a small portion should be allocated to administration.
- The university exists for one purpose - education. Priority should be the preservation of teaching excellence and the people who teach. All other programs, including administrative, are non-essential.
- Anything to support student enrollment and retention should come first. If students aren't finishing their degrees, we aren't doing right by them.
- Increase efforts towards retention. Look for places where faculty efforts serve as an investment for increased future income for the university
- We need to make the case for the value of higher education to the Commonwealth, just as primary and secondary teachers throughout Kentucky have done. The percentage of the budget allocated to instruction should NOT decrease.
- I think there are a lot of things that are underfunded so I found it hard to just pick a few. I think it is important to recruit and retain students, but we need to fund things that will help retain faculty/staff as well. In the end, we need to always support our core missions and values of a student-centered environment, but not at the expense of pushing faculty/staff to their limits. I feel that the current NKU is not the NKU I was hired at. Change is inevitable, but being asked to do more with less for so long, does make me question whether I would be happy with the NKU of the future.

- I wish we were talking about how to redefine and re-find our mission as a regional comprehensive university - serving the academic gap in the northern Kentucky region by creating first-generation college graduates poised to alter their family's outcomes rather than looking for what is easiest to cut. Let's be strategic and think through which programs are needed in northern Kentucky now and in the future and which programs have been lost to other universities.
- At its core, a university should be students and faculty living, working, and creating together. Without students and without full-time faculty, the mission of the university has already failed. We need support for students and support for faculty. We need dedicated teachers to energize the next generation of Kentuckians. The shiny bells and whistles of D-1 athletics, of campus rec facilities, etc. are all well and good when funds are plentiful, but we need to focus on our core mission to educate our regional population in reading, thinking, exploring, and creating.
- Our most important mission is education. We should be hiring and keeping excellent full time teachers rather than filling classrooms with less expensive and less dedicated adjunct faculty. We need to keep classroom sizes small. This is one of the benefits of NKU that is slipping.
- Initiatives planned and proposed by faculty that are sure to bring growth in enrollment are delayed due to ineffective leadership and vision. Another example related to the budget is the cancelling of classes with 35+ students due to budget concerns from the rent the college has to pay for teaching space to the university. It really is probably the dumbest thing I have ever heard. Many of the people making these genius decisions have multiple degrees but probably would not know how to run a lemonade stand. We can try to figure out what to do about the cuts, but as current decision makers continue to amaze me with their rationale, well they say, you really cannot fix stupidity.
- Focus on the core of academic excellence. Do not waste precious funds on so-called inclusiveness/diversity programs that are really nothing more than discrimination against Caucasian heterosexuals.
- For budgetary decisions, any obvious expenditures should be minimal or eliminated for a time until the monies are more available (travel, dinners, monitoring office supplies, new expenditures on new buildings - even if already allocated and in the budget. This is a time of extreme measures to keep our university at a high quality and high performance. We need specific departments to run in order to keep/gain our students and specific supportive measures to keep our faculty and staff.
- We need to take a close look at whether or not our current resources are being used appropriately before we decide to fire people, eliminate entire departments or programs, and/or raise tuition for our already struggling students. For example, I recently heard of a tenured faculty member using the time from their two course releases to start a new career by getting a law degree (for free, here at NKU) while teaching one class, one day a week at our university. Even if nothing is legally wrong, these optics are very, very bad and have a negative impact on morale.
- The university needs to think strategically and focus both cost reduction efforts and growth funding on programs that are in demand in the economy and can expect to generate ongoing revenue for the university. Across the board budget cuts and university-wide funding initiatives (e.g., cost of living raises) will not be effective in addressing the current financial challenges the university faces.
- Computer replacement / classroom technology needs funding, but I could not fit it in the top 7 because I believe a focus on instruction (faculty) is necessary to fulfill the mission of the institution, i.e., faculty and the tools they need to accomplish that mission. I understand the necessity to separate the faculty into the separate categories when managing budget lines ... but to separate them in this prioritization exercise was frustrating. I also left out adjuncts, which is nuts. They also need priority. I know something has to give, and I empathize with the impossible task before you ... but, bottom line, faculty funding is first priority (all faculty types) so we can fulfill the university mission. Without faculty, there are no students. Without both faculty and students, there is no university.
- Do not create any more colleges and centers that bring with them a new set of expenses without a new set of revenues.
- Actually prioritize! What is the core of what we do? If it is not core, then it should be first to be cut. No across the board cuts because if that happens academic affairs and the College of Arts and Sciences will bear the brunt of any cuts. Athletics and administration should come first. There is value in athletics but it is obscene that we spend that much of our budget on something that is not a core function, particularly when we are having to cut. Do what's right instead of what is expedient. Focus on maintaining or even improving our excellence in teaching and research.

- We must maintain our commitment to the essential quality that defines a college education: a strong, solid core in the liberal arts. Our College of Arts & Sciences, and the foundation that it offers in the humanities, the arts, and the pure sciences, must remain at the core of everything we do at NKU.
- CUT STRATEGICALLY. The last round of cuts was made across-the-board and relatively independently. That resulted in situations where position A was cut in one department because position B in another department could assume those duties--but position B was cut by a different administrator for similar reasons!

Academic Partnerships

- Get out of the contract with Academic Partnerships. They are clearly not bringing in enough students to justify the amount of money spent to work with them.

Administration

- For every faculty let go, the university should let go an administrator and staff person for equity's sake.
- Cut special perks for administrators (e.g., overseas travel for Provost).
- Please make sure when positions are eliminated and people are laid off that some of those positions eliminated and people laid off include upper level administrators. That is important from both cost savings and morale perspective.
- Avoid administrative bloat, like provosts creating vice provosts and assistant provosts to do their work.
- Reducing unnecessary administrative positions and excessive leadership positions is always a good place to start. Positions can consolidate duties much like other universities have done this year facing this budget
- Faculty are constantly asked to do more with less. I believe that this needs to become more true with administrative positions as well. It seems that instead of someone taking on another task or two, a new position is created that would equate to approximately 4-5 NTTR positions. Since these NTTR positions come with service obligations, maybe those administrative tasks could be completed by them?
- Way too much administrative bloat has been happening. Every week there was a new administrator being added. Enough is enough. Start cutting!
- Eliminate athletics and MANY administration positions BEFORE ANY faculty (including lecturers) are eliminated.
- Athletics and administration should be cut first. Do what's right instead of what is expedient. Focus on maintaining or even improving our excellence in teaching and research.
- Cut from the top down rather than from the bottom up. We lose less production that way.
- Certainly there are opportunities for savings and optimization in the higher administrative ranks. NKU's overhead is somewhat oversized for an institution like ours.
- Consider collapsing some of the levels. How many folks do we realistically need in upper management? Could some jobs be combined?
- Review the administrative structure of the NKU first.
- Consider eliminating top-down staff/administration where there is a pay disparity versus letting go of more staff and non-tenured faculty. Most of the departments are bare-boned as it is, and the staff/faculty are already working overtime to make ends meet. Not sure how most departments will function if positions such as assistants, facilities, coordinators or part-time faculty are eliminated.
- Reduce rework. Reduce the great amount of oversight. There are processes that require many layers of approval. Reduce the burden of the system.
- It is time for the President, Provost, Vice Presidents/Vice Provosts, and AVP's to reduce their ranks. Positions that work directly with students have been cut to the point that NKU's commitment to Students First is lip service to get students in the door but once they get here, there aren't enough people to serve their needs. Upper level administration needs to be reduced - their ranks keep growing while those who work directly with students keep being cut.
- There are too many VPs of everything.
- If there was a question about athletics or a question about administrative salaries/bloat, I missed those. I think these areas should be primary targets for cutting - especially athletics.
- Gather a significant salary and wage reduction by cutting at least half of all administrative positions above the Deans' offices. Likewise, remove/discontinue programs that are not directly linked to recruiting,

instruction, research, and facilities management/maintenance -- contract where needed to backfill lost input/leadership.

- I would like to think that the Board and the people in charge of these decisions are making them as they would if budgeting their own money for their own families. Cut evenly across faculty/staff AND administration.
- I believe that it is important to look at ALL areas when addressing the budget. While academics affairs is the main area, where are the cuts in athletics and in administration? Those areas need to be addressed. It is imperative that there is an EQUAL division of cuts across the board as well as distribution of monies.
- It appears to faculty that a significant increase in administrative hires has occurred in our university over the past few years. I think it is important to look at the layers that have been created relative to the university mission.
- Administration needs a pay cut across the board before faculty are fired.
- Look for ways to cut high and mid-level admin instead of the staff and faculty who interact with students all day every day. I would love to see some high admins voluntarily and vocally take a pay cut. Focus on our mission, not our prestige.
- Carefully scrutinize spending on upper administration positions.
- Things like Inclusive Excellence and Recruitment are important; however, it seems that actual changes/improvements based on these efforts are not worth the amount of money spent on them (although they look good on paper).
- Reduce the percentage of employees that do not generate revenue...support the employees who do generate revenue (faculty).
- I think transitioning out current administration positions on state pension system makes sense as Interim President shared when visiting my department during Spring 2018 semester.
- As a new employee, I do not fully understand all of the administration of the university; however, it appears there are a lot of 'people in charge' of programs/centers that do not have enough work to validate a full time employee at an executive salary.
- NKU could address administrative bloat.
- Every time there is a budget issue, the staff and lecturers are the ones who are in fear of losing their jobs. For there to be credibility and trust in this process, some high level administrators need to also lose their jobs as part of the overall process. I am in the classroom every day fulfilling the mission of the University, and yet I will probably be one of the first layoffs to happen this time around.
- The number of administrators in this university is ridiculous: 1. Reduce the number of administrators (i.e., Vice Presidents). 2. The Inclusive Excellence Advisor to the Presidents (the position and the person) have proven to serve NO Purpose. Let Kathleen Roberts go! 3. Why are we opening the Honors College when real honors students will not be attracted to a university in financial crisis. Don't add an unnecessary dean.
- NKU is top heavy-- too many administrators with unnecessarily large staffs--trim these before any more instructors or academic assistant positions get cut.
- Get rid of administrators - they are overpaid and tearing the university apart.
- Subject high level position holders to review on par with folks at "lower" levels: For several years we have operated on the cheap because of ineffective oversight and we got what we paid for: sexual predators (Chase Dean) and thieves (athletic director and admission official) Why should we be surprised that public support and political support is waning?
- Cut the salaries of administration and the bloated bureaucracy.
- Over the last six years the academic affairs budget has increased by 9% while the administration budget has increased by 30% (included in the administration is facilities, which decreased \$5M). The current plan is an across the board cut. Why is this? Since the administration has received \$3 for every \$1 spent on academics, the cuts should come \$3 from administration for every \$1 spent on academics.
- There has been some information going around suggesting that the budget for instruction has not changed in the last decade. Based on this alone, any budgetary cuts should not be coming from areas related to instruction, but from the other areas that have increased over the last decade.
- I want to see more investment in faculty, and significant decreases in investment related to administrative positions. We do not need this many administrators, and they do not communicate with faculty.
- There is a bloat of administrators and there support staff. At a time when faculty and staff are increasingly being asked to do more with less administrators are not following suit. Why do administrators who make the most money receive free reserved parking? Why is the university sponsoring a conference in Atlanta during a time when travel is frozen across the university? NKU is becoming a stripped down shell of a university.

We are losing our connections and engagement with the community. This is what made us unique and attractive to future and current students.

- Get VPs that are worthy of their positions and salaries.
- NKU has too many vice presidents and too many administrators.
- We need to get rid of the administration surplus. When tuition dollars remain steady and the teaching costs remain steady, we should not be reducing faculty numbers or eliminating academic programs. We need to get rid of administration positions -- LOTS of them.
- We are very top heavy with personnel that are costly. Multiple vice-provosts, assistant deans, etc. Cut some of those positions or their salaries.
- Administrative overhead should be critically evaluated for its role in enhancing the educational experience of our students.
- It is insane that the attempt to cut costs is falling on the backs of the lowest paid people in the university. This survey highlights the fact that cuts will not focus on significant costs but the small daily function of the people who work here. If all employees with a salary over \$100k took a pay cut down to \$100k (someone making \$150,000 would be cut to \$100,000), the university could save roughly \$4.6 billion (according to the 2016/17 NKU Faculty salary list). Over two years this could save \$9.2 billion and create some cushion to resolve university issues.
- If programs like the CAI were rethought, if NKU stopped spending money on external companies and NKU stopped hiring administrators for departments that we can't staff, the university could save a significant amount. After all, this is a teaching university not an administrative university, we should therefore focus on what is important.
- Force higher paid individuals to take a strategic austerity cut for two years.
- Place a clear budget on the university to stop wasteful spending and create a faculty oversight board for significant purchases.
- The prompt asks for us to consider budget priorities, the university needs to fundamentally reconsider its priorities from the top down before asking the bottom up to solve its failures. For example, in the 2017-2018 budget document, the university asserts that there will be "limited additional state resources for the foreseeable future. Among these will be the lack of an appropriation to bring the Health Innovations Center online and more internal allocations may need to occur" (p. 5). It has been clear for a while that there were going to be difficulties in the future and yet the University continued to create a program that they could not fund, the university continues to hire admin (with people like Dale Scalese-Smith \$178k and Valerie Hardcastle \$200k+) and has yet to hire people to teach the program. The HIC will be run by adjuncts and there will be little purpose to this building other than for show.
- More faculty support; fewer high salary administrative positions.
- It looks terrible to hire another six-figure VP while people are losing their jobs left and right here. Do we really NEED a VP for the Health innovations building? Hiring one seems like a bad move in this economic climate.
- We also need to take a close look at whether or not our current resources are being used appropriately before we decide to fire people, eliminate entire departments or programs, and/or raise tuition for our already struggling students. For example, I recently heard of a tenured faculty member using the time from their two course releases to start a new career by getting a law degree (for free, here at NKU) while teaching one class, one day a week at our university. Even if nothing is legally wrong, these optics are very, very bad and have a negative impact on morale.
- Inefficient programs, administrative positions that do not contribute to day-to-day function of university and consulting expenses should be eliminated first!
- Do we really need an Office of Graduate Programs? Are all of the "Centers" self-supporting?
- I hope that the university continues to look at ways to decrease any unnecessary expenditures.

Administrators Returning to Faculty

- Many more jobs could be saved by cutting emeritus deans, vice presidents, and presidents than cutting lecturers, etc.
- In cutting the budget, the University should not conflate the need for programs with the need for administrative bloat connected to those programs. For example, the question whether we should retain graduate programs is not the same as the question whether we should retain an Office of Graduate Education and Research headed up by a Vice President. It would be possible to retain all existing graduate

programs and research without retaining that administrative infrastructure. Similarly, the question whether we should maintain campus safety is not the same as whether we need our own campus police force operating 24/7. It would be possible to maintain campus safety without maintaining our own force. And we could retain current (very low) standards of computing and information technology on campus with a much smaller personnel budget for the administration of IT. Planners have to think not only about prioritizing goals, but also about more efficient delivery even of services that are priorities. Because it seems normally to be assumed that high priority areas should get the most resources, NKU suffers from some of its worst administrative bloat in connection with some of its highest priority initiatives.

- Evaluate high cost emeritus positions. Change whatever needs to be changed so that any future administrator can't return to a faculty position making a CEO salary - especially if that individual was removed from his administrative position for cause.
- The Votruba & Wells golden parachutes are disgusting to most faculty on this campus. Most of us work just as hard as they did, yet we are being notified of possible pink slips while they continue to make hundreds of thousands of dollars per year for very little work!
- If Gale Wells (\$193k), James Votruba (\$216k) and Gerard Amand (\$194k) were to be let go at the end of this school year the university could save \$603k (non including the cost of their benefits and perks like a secretary) (other deans and directors should also be considered).
- The University continues to cut tenure track lines, making the need for full time lecturers vital to academic sustainability. How does this make sense? Imagine if the University got rid of James Votruba's \$300+ salary by pushing his completely ineffective presence off of campus. That is about 5 full time lecturer positions. Ridiculous and shame on the university for allowing this to happen. What about faculty who were removed from their administrative position due to major difficulties and yet because of administrative position were brought in with tenure and still can serve as faculty (dean of law school)? This was a high news item and makes NKU look incompetent. If it had not been a law professor, I am sure this individual would no longer work at NKU.
- Please eliminate the special limited teaching assignments given to the current president emeritus James Votruba and eliminate all staff associated with his office. If he is faculty, he should have the same 4-4 teaching load that all faculty share. It is bad enough that his salary is equal to several full-time lecturers who have lost their jobs this year.
- Eliminate faculty positions paying extremely high salaries...especially those that were prior deans, VPs, or president. And especially Standen!
- Look at the policy of having administrators step down to become faculty members at a much-higher-salary than their peers; for example, a former administrator can only make 110% or 120% of the average salary of a full or associate professor (whatever their level) in their home college.
- Encourage current administrators-turned-faculty to retire in order to hire two to three new faculty members, to fund scholarships, or something else..

Air Conditioning

- This may sound ridiculous but I cannot imagine the cost of air conditioning on this campus. I'm wondering if it makes sense to keep it soooo cool in rooms that don't require that level of temperature (i.e., all buildings except things that involve servers, etc). To be most cost-efficient, most homes are set to be in the mid 70's during the summer. I don't see why it can't be the same way here.

Athletics

- Cincinnati State eliminated athletics and they are doing much better. NKU has an athletics program that has failed to increase enrollment or visibility as was intended. In fact, NKU has lost enrollment.
- Keep with the mission of the institution, which is ACADEMIC - eliminate non-academic units, such as athletics.
- There is value in athletics but it is obscene that we spend that much of our budget on something that is not a core function, particularly when we are having to cut.
- If there was a question about athletics or a question about administrative salaries/bloat, I missed those. I think these areas should be primary targets for cutting - especially athletics.

- I believe that it is important to look at ALL areas when addressing the budget. While academics affairs is the main area, where are the cuts in athletics and in administration? Those areas need to be addressed. It is imperative that there is an EQUAL division of cuts across the board as well as distribution of monies.
- Athletics needs to be self-funded.
- NKU is an institute of higher learning. Academics and students come first. The \$10 million a year in net spending on Division 1 athletics when students are hurting with tuition hikes and we are unable to maintain faculty and staff is deplorable.
- Eliminate athletics and MANY administration positions BEFORE ANY faculty (including lecturers) are eliminated. Students come here to learn, not watch athletic events!!!!
- There seems to be a lot of wasted money on some non-academic programs and administrators that/who are not getting positive results.
- Is athletics a drain on NKU budget? How much does it bring in in real dollars, if anything at all? How much does it cost in real dollars? Athletics may bring "intangible" benefits (better GPA students, better visibility? other?), please convert the intangible benefits in real dollars so that we can make informed decisions on budget priorities for NKU. In the current financial climate, we really do not have any option but to be accurate and decisive on what is essential and what is not.
- Revisit BIG-ticket "investments" we have made in the past several years. Is it cost-effective to return to Division II athletics?

Benefits

- An idea for health insurance... I wish NKU would cover my spouse surcharge at my husband's employer instead of covering my cost of insurance here. This would save them thousands of dollars a month (just for my coverage - could be multiplied by ??) and I would have better coverage. Win-win for all.

Collegiality

- Collegiality is eroding. The new budget model is seeing courses created within disciplines with external courses being eliminated. The provost and others said this would not happen and would be restricted, yet that is happening. Departments are making decisions without having discussions with other departments, even going in a direction other than regional colleges/universities. Administration is making decisions and signing contracts with outside groups (Academic Partnerships, Instructional Connections, and external search firms) without including those impacted in discussions. And recently there is speculation of academic misconduct for a recent hire (done through an external agency). Collegiality needs to return or NKU will not be the type of place we love and support and think of so highly.

Communication

- Rumors and lack of information/transparency are currently running rampant. With no statements, half-denial statements, and a complete lack of response, it leaves faculty and staff filling in the information through rumors and hallway talk. It is time for the administration to earn their large salaries by sharing information and including faculty and staff in discussions. Faculty and staff aren't here to be controlled and managed-- we are all part of the same team and need to be rowing this Viking ship together. An understanding of the deep connections of our colleges and departments with community constituents would also be tremendously helpful. For the university to issue a statement that encouraged supporters to vote for a bill which severely impacted our K-12 community was insulting at best. The lack of response and support for these educators will lead to a decrease in enrollments in our graduate education programs. Other programs from throughout the state were more than willing to jump in and respond publicly that they support k-12 educators even if NKU does not.
- I want to see more investment in faculty, and significant decreases in investment related to administrative positions. We do not need this many administrators, and they do not communicate with faculty.
- It is shameful and embarrassing that this is how budget cuts are coming down and that there is strategic ambiguity to this process. I have no faith in this university acting on the best interest of the people that teach here.
- Part of the problem is that you are asking individuals to make suggestions without giving the university any information. There is no budget for use to work from so by limiting our access to necessary information we may suggest to cut things that do not need to be, and we may miss cutting something that is wasteful. We

would never teach our kids or our students to follow this practice, it is patently stupid and obviously a strategy to manipulate the NKU community into compliance by offering a false sense of agency. Once the university opens up about spending, resources and is willing to take a deeper look at the larger costs of the University, there can be stronger dialogues about how to meet the upcoming challenges. I know this will not be done, but at least one can hope.

Computers

- Faculty laptops should be a top spending priority. This is a great investment. We are able to go to meetings and use laptops instead of printing out the agenda. Additionally, we can work from wherever we are. To have computers at the desk is very unproductive. I am very disappointed to move into a new building and office and give up my laptop for a desktop computer. I sincerely feel the extra cost of laptops pays off in productivity and less use of paper. Moreover, when I requested to keep the old laptop and not have a desktop computer, I was denied. This would also have saved costs. Thank you for allowing me to voice my concern with laptops verses office computers. As a faculty member, I take my laptop almost everywhere, such as meetings and home to work on preparing for classes. It does not seem cost effective to provide office computers to those who can be more productive with a mobile laptop. With a laptop, less paper is printed for meetings or class material. Thank you again.
- Computer replacement/classroom technology needs funding, but I could not fit it in the top 7 because I believe a focus on instruction (faculty) is necessary to fulfill the mission of the institution, i.e., faculty and the tools they need to accomplish that mission.

Consultants

- During the last few years, the university has hired very expensive consultants. No evidence has been presented to justify the expenditures or to demonstrate positive results from the work. Even though these are one-time expenditures, it appears that there are similar very expensive consultants brought in each year. Also, the expensive recruitment consultants do not appear to be effective. Even though we might have more applications, the yield is not high and our enrollment is not growing.
- Cut wasteful programs and turn to the experts teaching the content to help offset these cuts (can the communication department offer a class every semester that does part of the university communication strategy?).
- Inefficient programs, administrative positions that do not contribute to day-to-day function of university and consulting expenses should be eliminated first!

Custodial/Maintenance

- More attention needs to be paid to custodial services and building/landscape maintenance. I have entered many dirty bathrooms and smelly areas of buildings. That is extremely off-putting to visitors to campus. As someone with a child approaching the college years, I would think twice to send my child to a campus where buildings are falling apart or are so poorly maintained they look dirty and smell.
- Outsource custodial staff like food services that would decrease the overhead of paying benefits for a lot of staff.
- Our support colleagues: grounds, custodial, etc., need better and more secure employment packages

Faculty

- ALL faculty absolutely MUST be involved in recruiting and retention efforts. Faculty should be visible on campus and not simply be all online or parking lot-class-parking lot faculty on Tuesdays and Thursdays.
- Much of the ongoing discussion seems to be around cutting costs, which I agree is obviously relevant in the short term; however, I would like to see the discussion more focused on return-on-investment (ROI). For example, cutting adjuncts seems like a way to cut costs in the short run but if it means that less student credit hours are earned or otherwise full class sections are eliminated, those cuts seem to come at a high loss in potential revenue (depending on if those credit hours are shifted to other unfilled sections). In other words, we should not only be focused on costs but also the revenue associated with resources.
- What about faculty who are not effective - even though tenured (such as fairly new hires)? Some folks were brought in tenured - and have not met their job expectations- what options are available for removal of these individuals?
- There has been some information going around suggesting that the budget for instruction has not changed in the last decade. Based on this alone, any budgetary cuts should not be coming from areas related to instruction, but from the other areas that have increased over the last decade.

- The administration needs to understand that getting rid of a large number of faculty will damage the university perhaps beyond repair.
- Prioritize hiring faculty for productive and revenue generating programs.
- Reduce the percentage of employees that do not generate revenue...support the employees who do generate revenue (faculty).
- I do not prioritize raises. Rather, I prioritize maintaining as many faculty positions as possible.
- I think full time instructors is NOT a good place to cut, as they are hubs of many of our best programs. Fewer tenure-track faculty makes NKU less of a "real" and competitive university in the region.
- I believe keeping faculty, both NTTR and tenure track as well as staff is of the utmost importance. Without these key people, the university cannot exist. We should strive our best to retain our TT and renewable lecturers - otherwise NKU will see qualified faculty leaving for other universities. I know several faculty are already looking elsewhere - such a brain drain will be a big loss to NKU, which in turn will affect the quality of education that we can offer and in the long run these will affect student enrollment.
- I believe many faculty would be willing to forego a percentage of their salary for one year to save teaching positions. Maintaining our class offerings and experienced full-time faculty should be the over-arching priority. The administration is only thinking about cuts that would further erode morale and our efforts to retain and recruit students. Let's find out who is willing to sacrifice until the KERS situation can be resolved. The legislature isn't working fast enough to solve that problem for this year's budget, and the NTTRs need to know we support them.
- Do not skimp on instruction, i.e. faculty. Students will not return and will not enroll to begin with if the word goes out that the faculty are not high quality or that they are bitter because of the situation at NKU.
- We should be hiring and keeping excellent full time teachers rather than filling classrooms with less expensive and less dedicated adjunct faculty.
- Faculty are the direct connection for students and learning. No other services, opportunities, etc. matter if students aren't getting top-notch teaching from faculty they trust in a student-centered environment. Eliminating faculty will negatively affect both the individual and overall experience of our students.
- We must remember that teaching is the reason why we exist. We cannot cut teaching positions, including lecturer positions, and try to "do away" with adjunct instructors. We have invested in the good teachers. Cutting those positions would save money now, but we will suffer the consequences later, including reputation. We could have a whole lot more adjuncts, make TTR teach more. But at the end, it would increase the course load for the TTR who would need to help adjuncts. The students will know when they have more adjuncts than full-time people teaching...
- Similarly to what is happening in the State of KY in k-12 public education, if too many of the budget cuts impact faculty and staff, it makes me worry that we may either lose and/or not be able to attract top notch faculty. As important as it seems to not make cuts that will impact the students, we won't have students without qualified faculty. The education may be there but the quality of that education will suffer.
- Don't build expensive recreation centers if you don't have the money to maintain faculty.
- Faculty are constantly asked to do more with less. I believe that this needs to become more true with administrative positions as well. It seems that instead of someone taking on another task or two, a new position is created that would equate to approximately 4-5 NTTR positions. Since these NTTR positions come with service obligations, maybe those administrative tasks could be completed by them?
- It is my sincere hope that we can work as hard as possible to keep our NTTRs and renew our NTTRs in order to maintain OR improve our FT/PT ratios.
- The number one priority is to retain as many faculty as possible beginning with renewable lecturers and then temporary lecturers. Perhaps it wouldn't be a bad thing if KY passed legislature to get rid of tenure, because there are many tenured faculty who have terrible attitudes, who don't care about students and are nasty toward students, and who need to retire. These professors need to be yanked out of their positions in favor of the renewable or temporary lecturers who earn way less money and are doing a much better job. I think the tenure system is an old, outdated system and we need to open our minds to the possibility of something fresh. Academia is a fictional world in the fact that it is the only job where you can get tenure and be comfy for the rest of your life knowing you can't get fired unless you do something terrible. (Apparently even sexual harassment won't get you fired. We're still paying that jerk over in the law school a ton of money to teach female students after what he did as the dean.) Regardless of whether this tenure system breaks down, we need to keep as many faculty as possible. This should be our goal.
- I want to see more investment in faculty, and significant decreases in investment related to administrative positions. We do not need this many administrators, and they do not communicate with faculty.

- Should dip into rainy day fund to keep positions, give lecturers contract through December to give them more time to find another position.
- The classroom drives retention. Our cuts should, ideally, show that we value excellent teaching and teachers.
- Consider replacing retiring professors with part-time adjuncts in those areas where it would be most beneficial such as Business College, Law School.
- Retaining faculty and keeping the classes scheduled for fall should be the main priority.
- Don't raise class size. Pay the faculty. Keep a core at NKU strong.
- My biggest concern as we make these tough decisions is that we base them on maintaining the core of the university: tenured and tenure-track faculty who are able to do research, participate in collegial governance, and teach students not just with effectiveness but with excellence. That is the essence of what a university is and should be. If we sacrifice that core in order to preserve adjunct, lecturer, or staff positions, course releases for people to do administrative work, or to give people raises, then I don't understand how we can justify raising students' tuition or how we can present ourselves to students as ethical actors.
- I understand the necessity to separate the faculty into the separate categories when managing budget lines ... but to separate them in this prioritization exercise was frustrating. I also left out adjuncts, which is nuts. They also need priority. I know something has to give, and I empathize with the impossible task before you ... but, bottom line, faculty funding is first priority (all faculty types) so we can fulfill the university mission. Without faculty, there are no students. Without both faculty and students, there is no university.
- In the College of Business we are facing the possibility of losing our accreditation because we have not been given the appropriate faculty lines to hire tenure-track positions, and when we get lines they are WAY below market. For instance, the last time we hired we got two lines but we had to combine them in order to provide a competitive offer to get one person. Additionally, we have lost at least three tenured faculty in my department alone and none have been replaced. Our lectures and adjuncts significantly outnumber our tenured (and one tenure track) faculty.. In the ENTIRE College of Business we have ONE untenured professor. This is creating issues and will create more issues as we try to hire new faculty unless this problem is addressed.

Fundraising/Marketing

- I wish that I could see results for my college from the marketing team. If all they are doing is fundraising, the other universities will continue to attract the students away from us.
- University development would be fabulous if they actually raised funds.
- The university is in dire need of a marketing overhaul.

Grants

- Add assistance for funded grant proposals. The bureaucracy is hindering our research and grant applications. Remove chairs from the process unless she or he provides a value-added piece. Put funds back into the main Research, Grants, & Contracts office.
- We have to get better at courting donors and alumni, raising revenues through them and through other revenue-generating university ventures and corporate partnerships.

Investing vs. Cutting

- NKU needs to invest as well as cut costs to resolve its budget issues. Investigating new areas of revenue, such as workshops for professionals, should be a priority. Investing in faculty through project grants, summer fellowships, and sabbaticals is a cost-effective means of building skills and expertise while keeping faculty morale high in a time of small to no salary increases.
- Much of the ongoing discussion seems to be around cutting costs, which I agree is obviously relevant in the short term; however, I would like to see the discussion more focused on return-on-investment (ROI). For example, cutting adjuncts seems like a way to cut costs in the short run but if it means that less student credit hours are earned or otherwise full class sections are eliminated, those cuts seem to come at a high loss in potential revenue (depending on if those credit hours are shifted to other unfilled sections). In other words, we should not only be focused on costs but also the revenue associated with resources.
- Revisit BIG-ticket "investments" we have made in the past several years. Is it cost-effective to return to Division II athletics? Drop EAB SSC-Campus? Move off of SAP? etc.

Morale

- I believe we need to address morale. It is at an all-time low.
- Please be transparent in this process. I have worked at a university which had a very opaque process, and the rumor mill ran rampant. Morale was very bad, and it was one of the big reasons why I left after 22 years of service.
- Morale among faculty is terrible. We desperately need equity and cost-of-living raises. We're tired of being asked to do more with less (e.g., smaller department budgets, increased workload, etc.).
- When we do not provide appropriate salary increases, the morale drops seriously impacting the positive momentum of the campus.
- Not sure why two Regents professors were chosen this year when positions will be eliminated. Tough decisions need to be made- and whether people or positions are eliminated, it means that the workload of the staff and faculty will increase an already high workload.
- Eliminating expectations such as health, dental or other benefits will have a grave impact on the retention or hiring of people- assuming anyone can be hired.
- Take care of the employees first. We'll work hard with whatever we have for a university who shows that they value us.
- Please make sure when positions are eliminated and people are laid off that some of those positions eliminated and people laid off include upper level administrators. That is important from both cost savings and morale perspective.
- I think there are a lot of things that are underfunded so I found it hard to just pick a few. I think it is important to recruit and retain students, but we need to fund things that will help retain faculty/staff as well. In the end, we need to always support our core missions and values of a student-centered environment, but not at the expense of pushing faculty/staff to their limits. I feel that the current NKU is not the NKU I was hired at. Change is inevitable, but being asked to do more with less for so long, does make me question whether I would be happy with the NKU of the future.
- NKU could address the results from the campus climate survey a few years back that revealed a culture of fear and retaliation.
- I believe that to maintain quality educators, they must feel respected and valued and the fact that we have such compression issues contributes to quality professor loss and poor morale amongst all faculty.
- We also need to take a close look at whether or not our current resources are being used appropriately before we decide to fire people, eliminate entire departments or programs, and/or raise tuition for our already struggling students. For example, I recently heard of a tenured faculty member using the time from their two course releases to start a new career by getting a law degree (for free, here at NKU) while teaching one class, one day a week at our university. Even if nothing is legally wrong, these optics are very, very bad and have a negative impact on morale.
- NKU needs to invest as well as cut costs to resolve its budget issues. Investigating new areas of revenue, such as workshops for professionals, should be a priority. Investing in faculty through project grants, summer fellowships, and sabbaticals is a cost-effective means of building skills and expertise while keeping faculty morale high in a time of small to no salary increases.

Outsourcing

- Outsource custodial staff like food services that would decrease the overhead of paying benefits for a lot of staff.
- Look to public-private-partnerships for student housing.

Program Elimination

- We need a radical revisioning of what the university should look like as we move into the next decade. Maybe we need to look at how to be a "Frontier or Allegiant-type" institution--be clear about the mission, offer programming at competitive prices, and stop trying to be all things to all people.
- It is a reality that NKU must narrow its focus as a university as higher ed moves into a new reality of minimal state funding. We have to distinguish ourselves with certain highlight programs and not try to be everything to everyone.
- If the university is looking to shut down programs, they should first look at shutting down centers and then programs that could be closed for a 1-year duration and then brought back (presuming our budget is restored in a year).

- We can't keep cutting academic programs and faculty, which are the heart of what we do and also our main source of income.
- Eliminate low enrolled programs
- The university needs to be run more like a business. If there are degree programs or departments for which enrollment is low and/or declining, then why continue to support them? Why offer supply when there is no demand? Perhaps one or two types of each under-performing program/department can be offered state-wide (e.g., at WKU and Murray State but not elsewhere, at EKV and NKU but not elsewhere, etc.). It just seems inevitable that this has to happen. I chose my knowledge domain in large part because of expectations around future demand for it.
- It is my sincere hope that we can work as hard as possible NOT cut undergraduate programs--unless it is the case that they have been consistently and severely under-enrolled (in other words, the really have not been in taking new students over the past few years).
- Do I want a raise? Sure I do! Am I being paid equitably? In the ocular organ of a porcine omnivore. But the first priority has to be the *survival* of NKU as a UNIVERSITY, not as young adult daycare or a trade school. That means not cutting programs (more variety = more attractive to students, diverse and otherwise); not cutting lines--no faculty, no classes (duh).
- I wish we were talking about how to redefine and re-find our mission as a regional comprehensive university - serving the academic gap in the northern Kentucky region by creating first-generation college graduates poised to alter their family's outcomes rather than looking for what is easiest to cut. Let's be strategic and think through which programs are needed in northern Kentucky now and in the future and which programs have been lost to other universities.
- Inefficient programs, administrative positions that do not contribute to day-to-day function of university and consulting expenses should be eliminated first!
- If the university would be affected from such changes, it should be done equitably and in the areas where there is not enough student interest. For example, I read that the former, investigated law school Dean is still getting about \$220,000 per year while we try to pinch pennies to save costs. In addition, the university will start to offer an undergraduate Law degree now because of overpaid, under-utilized law faculty (the need for such a major is still questionable). If we are to cut costs, we need to start from the programs that are not able to fill in their classes. And, some Colleges or programs should not be immune from such cost cuts because of the university politics. Thank you.
- Is it true that the law school is 4% of our income and 25% of our expense?
- The university needs to evaluate what it wants to focus on. Can it really afford to maintain a small accredited business school?
- NKU needs to restructure the academic side. There are too many small colleges and there are redundancies both across and within those colleges, e.g., some of what is taught in English (A&S), Communication (Informatics), Organizational Leadership (A&S), and Management (CoB) is quite overlapping. Faculty should be collaborating and capitalizing on synergies, not desperately trying to defend their turf.

Salaries

- We desperately need equity and cost-of-living raises.
- There needs to be a mechanism for providing equitable support for all faculty/staff for professional development - some faculty get adequate support and others (who typically also tend to be the faculty with lower salaries) are expected to entirely self-fund.
- I believe it is critically important to support our faculty and staff with appropriate salary increases - we must invest in our people. When we do not provide appropriate salary increases, the morale drops seriously impacting the positive momentum of the campus.
- Keeping good faculty and staff will be very important, and central to our mission. I have stayed at NKU because of travel support, which has been better than other institutions. Without competitive salaries/benefits, why should our people stay?
- This year's budget concerns are the worst I have seen in years. I would rather see positions saved versus raises in these tough times.
- I think once any layoffs happen, it will be important to keep anyone left excited to work here. Still implementing a small raise can go a long way.
- I believe that to maintain quality educators, they must feel respected and valued and the fact that we have such compression issues contributes to quality professor loss and poor morale amongst all faculty.
- Don't raise class size. Pay the faculty. Keep a core at NKU strong.

- Across the board budget cuts and university-wide funding initiatives (e.g., cost of living raises) will not be effective in addressing the current financial challenges the university faces.
- The budget situation continues to be an issue. NKU has lost many good faculty and staff over the last few years due to compensation issues and the trend seems to be accelerating. It is with a heavy heart that I will resign my tenured position here. When I came to NKU, I always intended it as a place that we would stay. With our fiscal issues, it is increasingly difficult to see NKU as a career position.
- NKU needs to invest as well as cut costs to resolve its budget issues. Investigating new areas of revenue, such as workshops for professionals, should be a priority. Investing in faculty through project grants, summer fellowships, and sabbaticals is a cost-effective means of building skills and expertise while keeping faculty morale high in a time of small to no salary increases.
- I suggest that for 1 year, all employees who receive a university contribution to their TIAA-CREF 403(b) retirement fund forgo that contribution (return it to the university). This impacts no one's annual salary.
- It would be better to go without a raise this year/next year and/or leave open positions unfilled than go to the drastic measure of cutting employees.
- I do not prioritize raises. Rather, I prioritize maintaining as many faculty positions as possible.

Retirement

- Offer incentives for faculty to retire.
- Consider bringing back some form of a retirement incentive plan.
- I appreciate the additional option for phased retirement.
- I think asking for people to volunteer/hand raising to leave first should be an option. Maybe a small severance? We could look into a VRO- voluntary retirement offering as well.
- Encourage current administrators-turned-faculty to retire in order to hire two to three new faculty members, to fund scholarships, or something else.
- Is there any way to encourage retirement for people who are earning 6 figures and are age 69+?

Schedule

- It may make sense to go to a total of 15 week semester and shut the university down during breaks. Only the emergency crew should be expected to work during the breaks. Unless there is data that provides evidence on the demand for new enrollment, etc. during breaks, I do not see the need for having all offices open. With the e-mail messages of expected increased utility cost, etc., shutting offices during break will help reduce utility cost.
- Have we thought about having a work-from-home program? If people are able to work from home one day a week, that can save on electric/energy being used. During Winter break, we save a lot since we shut down. We could bring back spring break to do the same? It seems silly to leave the SU open during that time - there is hardly anyone here.
- Cut the semester by one week to shorten up the year and attract students currently attending UC;

Student Services

- Since my time at NKU, I am overwhelmed by the increased number of students that I send on a regular basis to UCAP, Health/Student Wellness to address needs that go beyond academics but ultimately impact academic success in so many ways. I feel very strongly that we need strong support resources for our students which will help with other areas of concern including retention and enrollment. Please, please don't cut that part of the budget!!! I can't emphasize enough how important and necessary these resources are for professors and students alike. I don't know what I'd do without UCAP and student wellness and having both in centralized parts of campus and run by amazing and caring staff. I don't want these services outsourced or taken off campus. There have been times where I send my students directly to those offices from class for immediate attention and I have even walked students over there.
- Ultimately, I believe NKU's priority should be to NOT disrupt the student experience as much as possible. Support programs like those offered by Learning PLUS (Tutoring, Supplemental Instruction, Writing Center, etc), Career Services, and First Year support are essential to student success and retention efforts. Sadly, NKU no longer has as much of a competitive edge on tuition and scholarships as it used to compared to other local universities. If basic support services are eliminated, then what incentive do students even have for coming here? NKU can't make itself unappealing to current and prospective students, especially when it comes to programs that help them be successful

Tuition

- The university should consider revising graduate tuition rates to be more marketable in our area. With the advent and proliferation of online education, students have many options for their graduate degrees-- particularly in education. NKU is the highest of these options. With limited financial resources and paying for their degrees themselves, k-12 educators are not enrolling in our programs. We are doing our part advertising our programs and getting interest; yet these students ultimately decide to go elsewhere once they see the tuition. The university needs to do their part and give a competitive tuition rate.
- Work to cut the commuter cost to attract Cincinnati students.
- My biggest concern as we make these tough decisions is that we base them on maintaining the core of the university: tenured and tenure-track faculty who are able to do research, participate in collegial governance, and teach students not just with effectiveness but with excellence. That is the essence of what a university is and should be. If we sacrifice that core in order to preserve adjunct, lecturer, or staff positions, course releases for people to do administrative work, or to give people raises, then I don't understand how we can justify raising students' tuition or how we can present ourselves to students as ethical actors.

Other

- Good luck!
- Please make good strategic decisions that will ensure the future of our university.
- I am fully aware that it's an unpleasant task to have to make these decisions, and even as I sharply criticize the status quo and the steps that led us to where we now find ourselves, I empathize and support your work.
- I think you're in a tough spot and I appreciate your trying to work through it in the best and fairest manner possible. It's very sad to me to see universities in the U.S. be bled to death by a thousand cuts, and to see education in general be devalued by our country's leaders.
- Please let employees know as soon as possible if they will not have a job for the upcoming year. Enable your employees enough time to find another job if they need to.
- Just please be transparent while considering how to keep NKU's core values intact.
- Please take care of people first.
- Lobby Frankfort to adequately fund higher education. Do not support legislators or organizations (such as the NKY Chamber of Commerce) that do not support this idea.
- Get the state to raise more tax money to support education.
- It is very important that staff and faculty actively advocate for what's best for us. K-12 teachers do a very good job of that. It seems that college faculty/staff are just sitting on the sidelines.
- I do want clarification on one matter, however. We have been told that we have to increase our KERS contribution by an incredible sum. Have we been paying into the system the amounts we were required to pay by state law? If we have not, then shame on us, and maybe we deserve this. But if we have, then where the h--- did this number come from? Are we being asked to pony up because the politicians in Frankfort raided the system's fund for other projects--which I know they did?
- I worry about the framing of the questions on this survey. Appreciate the effort to gather data about campus priorities, but not sure this data is going to present a clear picture of what those priorities are.
- The drag and drop question didn't work well. The list was too long and I had to make the print very small to be able to choose items at the bottom of the list.
- Thank you for the opportunity to fill out this survey; however, I'm increasingly astonished that the University sees fit to ask part-time faculty to care about and, indeed, act on its budgetary issues when it has proven that it does not value me, my position, or my service -- effectively excluding me from any benefit said budget provides.
- It is hard to make specific suggestions until we know the bottom line from Frankfort.