

Professional Concerns Committee
December 1, 2022, at 3:15pm
Hybrid format: SU 109 and Zoom

Zoom link:

<https://nku.zoom.us/j/91984610655?pwd=ZFNaQzFETThWT0RFMmZMdHp6d25KQT09>

Agenda

1. Call to Order, Adoption of the Agenda
2. Approval of the minutes from the November 17 meeting
3. Chair's Report and Announcements
4. Voting item: Should the Faculty Senate recommend cuts to the intercollegiate athletic program and termination of the contract with Academic Partnerships? (attachment)
5. Discussion: University budget shortfall and restructuring
 - a) What action should be taken by the faculty? Has such action been effective?
 - b) Should we have a workload policy for non-tenure-track faculty? (attachment)
 - c) Should courses featuring high-impact teaching practices (e.g., course numbers ending in x96, x97, or x99) be considered part of workload?
6. Adjournment (4:30pm)

Professional Concerns Committee

Minutes for November 17, 2022

Hybrid Meeting (SU 109 and Zoom Conferencing Software), 3:15 pm

Members in Attendance: S. Alexander, K. Ankem, R. Brice, W. Darnell, J. Elliot, K. Fuegen, R. Gall, B. Green, P. Hare, J. Herman, K. Katkin, N. Mihindukulasooriya, M. Providenti, H. Riffe, H. Schellhas, J. Washburn-Moses, M. Whitson

Guests in Attendance: J. Bloch, G. Hiles, J. Vest

Members Not in Attendance: W. Herzog, Y. Kim, L. Manchise, A. Miller, M. Nakamura, I. Saad, M. Washington

1. Call to Order
 - a) The meeting was called to order at 3:17pm.
2. Approval of the agenda
 - a) Addition to agenda: In light of the potential outcome of the upcoming BoR meeting, discuss faculty recommendations for a potential upcoming presidential search. The statement on Collegial Governance promises an open search. The university needs to see the last three presidential candidates with time to vet them before they are hired.
 - b) Agenda approved with addition.
3. Approval of the minutes from the November 3
 - a) The minutes from the November 3, 2022 meeting were approved as distributed.
4. Chair's Report and Announcements

Board of Regents meeting, Nov. 9

Data were presented regarding the 5-year trends in enrollment.

- Enrollment of traditional undergraduates and traditional graduate students is down 18% and 43%, respectively. Enrollment in law school is down 8%.
- By contrast, enrollment in accelerated online undergraduate programs and graduate programs is up 1500% and 5700%.
- Total enrollment was up 17%.
- Nonetheless, tuition (net of aid provided to students) declined. Revenue has declined 0.2%. This is because the amount of tuition and fees covered by aid has increased 33% in the last five years.

Expenses have increased \$13.6 million (about 7%) from 2021.

- About half (7.3 million) reflects salaries. This includes one-time bonuses, restoring employer contribution cuts to TIAA, and changes brought about by the 5 by 5 compensation plan.
- The percentage of full-time and part-time faculty has increased. Some, though not all, of the increase can be attributed to classifying staff as faculty for purposes of KERS.

The university experienced a net loss of \$23.7 million last year.

How did we get here? Enrollment declines. Increases in institutional aid. Carrying money forward from one fiscal year to the next. Budgets should have been reduced but were not. We were spending money we did not have. Some people knew that we were over-spending.

Personnel cuts

- Informatics + will eliminate 5 positions and create 2 new positions in Enterprise NKU.
- Student physical health will be outsourced. (Does this mean that students will meet with a nurse practitioner or registered nurse who is employed outside the university?)
- Copy center will be outsourced.
- The plan is to eliminate 16 administrative positions and to create 7 new positions.
- Faculty:
 - There are 36 vacant and anticipated vacant positions (34 tenure line and 12 NTTR).
 - There are 20 approved searches for next fiscal year (8 tenure line and 12 NTTR).
 - Percentage of tenure line vacancies to be replaced with tenure-line positions: 24%. Percentage of non-tenure line vacancies to be replaced with non-tenure-line positions: 100%.
 - There will be 26 fewer tenure-line faculty in next fiscal year. Most of the impact will be in Arts and Sciences and Informatics. The consequence is larger class sizes and heavier workloads.

VSIP

- Applications are supposed to be confidential.
- Faculty can approach Jeremy Alltop with questions.
- Jeremy indicates that they will try to approve all tier 1 requests (i.e., those requests that will result in at least 75% salary savings). Ideally, there will be 100% salary savings. The savings resulting from these departures has not yet been earmarked.
- The student regent had excellent questions about how students will be affected by these departures.

Other ways to save money

- Software
- Gasoline
- Space utilization
- Travel
- Energy efficiencies

Board approved a revised budget for FY 23 (university seeking additional \$10 million from reserves), approved the faculty separation plan.

The Board will discuss in December whether to enable NKU to authorize charter schools. Board ultimately decides, but the administration will inform them. Faculty Regent Michael Baranowski invited the faculty to send him feedback regarding charter schools. He will share feedback with the Board.

Executive Committee:

- It was suggested that we not use the term “repositioning” as it implies a purposeful decision to realign the university in light of external pressure.
- How will the faculty be involved in decision making? How will we manage the increased workload? Is it temporary or permanent?
- Which courses will bear the brunt of increased class sizes? Most likely, introductory courses. Will not be evenly distributed throughout departments and schools.
- How will RPT judgments be affected by the increased workload? Should committees adjust their expectations of scholarly and creative activity? Should the Senate prepare a statement?
- What will be the consequence for the implementation of high-impact teaching practices?
- How are we, as a university? We’ve witnessed many mottos. Which resonate? Is community engagement still important? Do students still expect an “up close and personal” experience? Why do faculty choose NKU?
- We discussed ways to create a large and diverse committee to develop academic commons. Please contact John if you are interested in serving on this committee.

DISCUSSION:

- loss of 464 students in fall 2022 verses fall 2021. Where does this fit with AP students?
- The numbers reported were 5 year trends.
- The Senate should not address quantitative standards for RPT. These standards are not in the Handbook, they are set by departments. Departments could do this but there should not be an across the board statement. (2 members agree)
- J. Vest: There are quantitative measure for research and scholarly activities but not for teaching. Since fall 2010 we are down 3500 undergraduate degree seeking students. 28% decline. Grad students are up 3000 but we only get 1500 of those in revenue.

Combining that, we are down 2000 FTE or \$20M. At the same time, went from 566 full time faculty, 70% tenured/tenure-track, to 603 full time faculty, 56% tenured/tenure-track.

-- J. Vest: Don't know how much is from reclassification of staff. NTT numbers increased 55% over that period. Part of this is due to the AOL ramp-up.

-- NKU Institutional Research data has some interesting numbers on enrollments. How do we get these students back?

-- Are we losing transfer students? J. Vest: Yes. since 2018, when we eliminated the transfer office, down 18% overall, 27% from all major partners. There is no one central contact for transfer students.

-- Is financial aid being extended to international students? Is this part of the problem? Is it true some international students have paid only \$1,000 in tuition?

5. Discussion: University budget shortfall and repositioning

DISCUSSION:

-- K. Katkin presented 2 documents with suggestions for budget cuts to be recommended by Senate.

-- First suggestion: Intercollegiate athletics.

-- shared document with data from NCAA site showing NKU's expenditures on intercollegiate athletics, 2013-2021. From 2013 to 2019, NKU's expenditures increased from ~\$11M to ~\$16M. Total revenue from athletics stayed at about \$2M per year. That is a ~\$12M subsidy to athletics.

-- The promise was that with Division 1 athletics NKU would see increased enrollment from high school students. The reverse has happened. Now it is suggested that future enrollment increases would come from non-traditional students and online, groups that wouldn't be attracted by athletics. PCC should recommend to Senate deep cuts to athletics before anything else is cut.

-- The NCAA data needs better, plain language headings so it is easier to understand if it is to be shared more widely.

-- Can we go down one division lower? A: PCC doesn't need to make that recommendation.

-- At the open sessions on the budget, many faculty suggested cuts to athletics. This was ignored when the administration reported the faculty suggestions to the BoR. It is important to make these recommendations formally.

-- When NKU went to division 1, PCC did research and recommended against the move. Used the Knight Commission reports for data

(<https://www.knightcommission.org/commission-reports-official-recommendations/>).

Lots of data on cost to universities.

-- The Senate passed PCC's resolution directly opposing the move to Division 1 athletics.

-- How can we prevent such recommendations from being lost?

-- We have to use our institutional voice and state the opposition of the faculty to these decisions.

-- What is the recourse when bad decisions are made? How can we make it easier for faculty to know the recommendations Senate has made?

-- Second suggestion: Academic Partners

-- 1/3 of credit hours are through academic partners which generates only 8% of the university's revenue. (Can these numbers be verified?)

-- The drop in in-person enrollment nearly matches the rise in AP enrollments.

-- By offering AP, we have cannibalized our own programs. AP offers students faster courses, less work, and easier grades. Then half the money goes to a for-profit corporation.

-- J. Vest: AP contract signed in 5/2017, effective with first class 1/2018, contract through 1/2026 at minimum.

-- There are no check and balances – what if NKU offered its own online courses. How would that cost compare to AP?

-- Some students were forced into AP because some programs weren't large enough to support in person and online both.

-- Some numbers presented to faculty in these big meetings are not true, or at least inaccurate. How do we know the BoR gets the correct numbers? How can we fact check these numbers?

-- What are the repercussions to end AP? K. Katkin: The recommendation is to end AP at the "earliest opportunity." Senate doesn't need to explore all the technicalities, Senate is saying this is the direction we recommend.

-- J. Vest: The university has to provide 270 days' notice before cancelling and all students recruited by AP must be taught out.

-- If 33% to 8% is true, then if we were to lose 75% of AP students and keep 25% we'd come out ahead.

-- We should write a preamble stating what the faculty see as the strengths of NKU and what should be protected. What is our priority as faculty? What makes us appealing to students?

-- Would this be part of the Senate's statement on repositioning or an addition to it? K. Katkin: Hopes it would be a part of that.

-- J. Vest: The BoR is having small meetings in December on Charter Schools. The next public BoR meeting is 1/18/2023.

ACTION:

-- PCC will vote on the statements K. Katkin has prepared at the 12/1/2022 meeting. Add a statement about the values espoused by the faculty. Place this on the 12/6/2022 Senate agenda.

-- PCC members should share these drafts with their colleagues and get feedback.

-- K. Katkin will begin the draft of the faculties' values. PCC members should send him suggestions and input.

6. Statement on Presidential Search.

-- Document shared with committee.

DISCUSSION:

- The BoR should understand that NKU got it's worst president from NKU's only closed presidential search. When faculty learned he'd been hired, faculty notified the BoR that he was not qualified to join our faculty and had serious research misconduct violations. Had faculty known he was being considered, the board would have known before he'd been hired. An open search would prevent this same situation in the future.
- This statement supports the Senate President's statement on the importance of collegial governance.
- Suggestion for edit: "The NKU Faculty believe that **[all]** Faculty, ~~Students, and Staff~~ **[Staff, and Students]** should have a meaningful role in the Presidential Search process...."
- Can PCC vote on a discussion item? Only if no one objects. An email vote is fine also.
- No objections to voting this item.

VOTE:

- Motion: Take the recommendation on Presidential Searches to Senate to be included as the Senate's Statement on Collegial Governance regarding budget restructuring which would then be forwarded to the BoR.
- Passed unanimously by voice vote.

ACTION:

K. Fuegen will take K. Katkin's "Suggested Faculty Senate Recommendations Re Presidential Search," as modified by PCC, to Senate.

7. Additional items

- RPT committee membership for schools. Guidelines vary between departments within schools. K Fuegen: This is very similar to an issue that will be on the agenda at the next PCC meeting regarding RPT members from outside a department.

ACTION:

- K. Ankem will review the Handbook for specific sections regarding RPT membership.

8. Adjournment (4:44pm)

Submitted,
M. Providenti, Secretary

Suggested Faculty Senate Recommendations Re NKU Budget Cuts (DRAFT)

(1) In data provided to NCAA, NKU reports that its Division ~~1~~ Athletic Programs currently cost the University about \$15 million dollars per year, of which less than \$3 million is offset by all revenue streams (including gifts and donations). Since entering Division ~~1~~ in 2013(?), ~~intercollegiate athletic expenses in-person undergraduate enrollments at NKU have declined while athletic budgets have increased, while in-person undergraduate enrollments at NKU have decreased. The NKU Faculty believes that academics — not intercollegiate athletics — must remain the central focus of Northern Kentucky University, and that intercollegiate athletic programs have sapped resources from academic programs increasingly over time. Accordingly, the NKU Faculty respectfully recommends that deep cuts should be made to NKU’s intercollegiate athletic program budgets before any funds are cut from academic programs.~~

~~The faculty recognize the potential value of Division 1 as a recruitment tool for NKU; however, this return on investment has yet to be realized. The NKU Faculty believes that academics must remain the central focus of Northern Kentucky University. Accordingly, the NKU Faculty respectfully recommends that the athletic budget should be reviewed with recommendations to capitalize on potential marketing efforts that benefit the academic mission. In that context, as the academic community is forced to make continuing cuts to revenue generating degree programs, NKU’s intercollegiate athletic program must be reviewed to significantly decrease the approximate \$12 million annual shortfall while determining revenue generating options within athletics. Intercollegiate athletics ought to share the cost burden while providing evidence of a return on investment.~~

(2) In ~~2017~~(?), NKU entered into a contract with a for-profit commercial partner to help deliver accelerate online programs to students. ~~This contract transfers half of tuition revenues received from online programs to NKU’s commercial partner, while leaving the University to shoulder substantially all instructional costs associated with these programs. At present, the University delivers roughly one-third of its credit-hours through these programs~~ ~~[CHECK], but these programs provide the University only 8% of its tuition and fees~~

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~~revenue but receives only 8% of its revenues from them. In addition to the unsustainable tuition-sharing scheme, agreements with online program management companies are problematic because of their lack of transparency: students enrolled in an accelerated online program may be unaware that half their tuition dollars are going to a for-profit company.~~ Moreover, the growth in enrollment in accelerated online programs since ~~2015-inception~~ corresponds closely with the decline in enrollment in in-person programs at NKU. ~~The NKU Faculty believes that our accelerated online undergraduate programs have cannibalized enrollments from our in-person programs and thereby transferred revenues from NKU to a for-profit commercial partner, while also reducing the quality of education at NKU and the value of an NKU undergraduate degree.~~ Accordingly, the NKU Faculty respectfully recommends that NKU terminate its contract with its commercial partner at the earliest opportunity, and manage its own online programs going-forward.

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13. FACULTY WORKLOAD POLICY

13.1. GENERAL

The credit hour is the recognized standard by which faculty teaching load is measured. The traditional twelve (12) semester credit hours is the maximum required undergraduate teaching load for all full-time tenure-track faculty. Individual departments/schools may propose their own credit hour equivalencies and reassigned-time policies. Such policies must be in writing and must be approved by a majority of the tenure-track departmental/school faculty, the chair/school director, the appropriate dean, and the provost. In colleges where there is no department or school, the dean will function as department chair in these processes and approval must be given by a majority of the tenure-track faculty in the college. Regardless of external funding for research or other grant activities, faculty will normally teach a minimum of 50% time in a given academic year. The provost may grant exceptions to this policy on a semester-by-semester basis.