

STAFF CONGRESS MEETING

Thursday, August 14, 1997

UC 108 - 1 pm

AGENDA

- I. Call to Order
- II. Approval of July 10, 1997 minutes
- III. President's Report - Cheryl Torline
- IV. President Elect's Report - Claire Newman
- V. Regent's Report - Martha Malloy
- VI. Special Guest: Leo Caldron
- VII. Standing Committee Reports
 - A. Benefits - Chuck Pettit
 - B. Constitution & Bylaws - Janice Rachford
 - C. Credentials & Election - Diana Schneider
 - D. Liaison - Rosanne Rawe
 - E. Policies - Carolyn Walsh
 - F. Salary & Budget - Audrey Riffe
- VIII. AdHoc Committee Assignments
 - A. Food Service Advisory - Chuck Harmon
 - B. Health Utilization - Peg Adams/Chuck Pettit
 - C. Naming Committee - Shirley Welitzkin
 - D. Transportation - Linda Parks/Mary Chestnut
 - E. Scholarship Committee - Cheryl Weber
 - F. Supervisory Training (Replacement needed-TBA)
 - G. Technology - Janet Krebs
 - H. Transition Committee - Chuck Pettit
- IX. Old Business
- X. New Business
- XI. Announcements
- XII. Closed Session
- XII. Adjournment

STAFF CONGRESS

Northern Kentucky University ■ Highland Heights, Kentucky 41099

STAFF CONGRESS MINUTES

Thursday, August 14, 1997

UC 108

Members Present: Peg Adams, Judy Birkenhauer, Judy Brueggen, Shew Mei Chen, Mary Chestnut, Ruth Enzweiler, Chuck Harmon, Marcia Johnson, Janet Krebs, Clark Kyle, Pat Lindsay, Linda Parks, Duane Pontius, Janice Rachford, Rosanne Rawe, Diana Schneider, Charlene Schweitzer, Marilyn Siry, Dan Snow, Allen Thomas, Jr., Cheryl Torline, Nancy Trimbur, Peggy Vater,

Members Absent: Debbie Billiter, Gina Bray, Janice Hankla, Marilyn Henderson, J.B. Losey, Claire Newman, Chuck Pettit, Audrey Riffe, Joe Ruh, Carolyn Walsh, Cheryl Weber, Shirley Welitzkin.

V.P. Admin: Carla Chance **Liaison:** Margo Ferrante **Staff Regent:** Martha Malloy

Office Secretary: Peg Goodrich **Guest:** Gail Vaughn

- I. **Call to Order** - Meeting was called to order at 1:05.
- II. **Minutes** - The July minutes were approved as read.
- III. **President's Report:**
Letters with staff concerns are being looked at and a report will come later.
- IV. **President Elect Report:** Nothing to report as Claire is on vacation.
- V. **Regent's Report:** Martha Malloy will be attending board meeting on August 27th. She gave the dates for future meeting: October 29, January 28, March 25, May 6, & July 29. If anyone has any concerns please give her a call.
- VI. **Guest Report:**
Leo Calderon and Mary Chestnut are part of the Web Site Steering Committee. Both talked about "Web Week" which will be taking place throughout the campus on September 2nd - 5th. "Web Week" will consist of fun, contests, and prizes open to students, faculty and staff. Mini- workshops will be held and a reception will be held on Friday at 2pm. More information will be coming. Shop the Internet Home Page for "Webweek".
- VII. **Standing Committee Reports:**
 - A. Benefits - No report
 - B. Constitution & Bylaws - No report
 - C. Credentials & Elections - No report
 - D. Liaison - Rosanne Rawe said the Newsletter will be a combination of August and September.
 - E. Policies - The committee will be dividing up the handbook in sections. Section C will be the first to be looked at in the Redbook.
 - F. Salary & Budget - No report
- VIII. **Adhoc Committee Assignments:**
 - A. Food Service Advisory - Everything fine.
 - B. Health Utilization - No report.
 - C. Naming Committee - Nothing to be named.
 - D. Transportation - The bumps in front of the residential halls was a mistake made by a construction company and will be rectified soon.

- E. Scholarship Committee - No report.
- F. Supervisory Training - This committee needs a chair and committee. Anyone wishing to participate let Cheryl know after the meeting.
- G. Technology - Inactive right now.
- H. Transportation Committee - No report.
- IX. **Old Business** - No old business to report on.
- X. **New Business:**
Judy Brueggen wanted to remind people to be aware when changing insurance companies you must also get all new referrals.
- XI. **Announcements:**
Remind everyone that the President's University Address will be Tuesday, August 19, at 9:30 am in Greaves Hall.
Freshfusion will be Tuesday, August 26 to welcome all new NKU students.
Staff Congress Orientation Breakfast will be Thursday, August 28, 8:30am.
Friday, October 10 will be the Staff Awards Lunch in the Albright Health Center.
Wednesday, October 15 will be the NKU Health Fair.
November 6th will be the SIS Celebration.
November 18-20 will be the Installation of new President with guest speakers. Thursday,
November 20th the installation ceremony will be in Greaves Hall.
- XII. **Closed Session:** The meeting went into closed session.
- XIII. **Adjournment** - The meeting adjourned at 2:05.

Respectively submitted,



Diana Schneider
Secretary

Northern Kentucky University ■ Highland Heights, Kentucky 41099

ADMINISTRATORS IN ATTENDANCE & STAFF CONGRESS REPRESENTATIVES

ORIENTATION EVALUATION
Meeting on August 28, 1997

Please summarize below the meeting with the Administrators of Northern Kentucky University, the Staff Congress members and special guests. Include the pros and cons. Your thoughts concerning the manner in which these presentations were given will be condensed in a report for use in future meetings. Return your response to the Staff Congress office, AC 105, by Friday, September 12, 1997.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is a faint vertical margin line on the left side. A small, dark speck is visible near the top center of the page. The paper appears slightly aged or off-white.



Report To The Faculty and Staff

THIS COMMUNICATION IS TO INFORM YOU BRIEFLY AND CONCISELY ABOUT THE PROCEEDINGS OF THE AUGUST 27, 1997, MEETING OF THE UNIVERSITY'S BOARD OF REGENTS.

RESEARCH, GRANTS AND CONTRACTS REPORTED

Faculty and staff, through the Office of Research, Grants and Contracts, received 20 awards totaling \$759,926 for the period April 1-June 30, 1997. In addition, 37 proposals were submitted requesting \$1,741,455. The year-to-date totals for "Dollars Approved" and "Number of Proposals Approved" for fiscal year 1997 are \$3,330,969 and 90, respectively. The year-to-date totals for "Dollars Requested" and "Number of Proposals Submitted" for fiscal year 1997 are \$4,686,971 and 127, respectively.

CAMPUS PLANNING REPORT

The Lexington architectural firm of OMNI Architects, in association with HOK of St. Louis, has been retained by the State to design the Science Learning Center. A series of program review sessions were held last spring with the architectural team. Efforts are currently focused upon refining the program spaces and gathering critical data about those spaces. Actual design work will begin this fall. Design is being funded by a \$1.5-million allocation from the 1996 General Assembly. The Lexington architectural firm of Sherman Carter Barnhart, in association with Walker Parking Consultants of Indianapolis, has been selected for the design of a new Parking Garage. The schematic design phase should be complete in early fall with construction beginning in early 1998. The structure will be located immediately east of the Applied Science and Technology Center, adjacent to Lot J. A phased approach is being used to refurbish the interior of the University Center. The plaza level gameroom, meeting room 108 and the Student Government and *Northerner* office areas have been recarpeted. Public area furnishings in the game room/student lounge space have been re-upholstered. Terrazzo flooring has been installed in two hallways on the plaza level, greatly improving the appearance of these areas. New accent paint colors have been used in some parts of the building. Additional recarpeting will occur this fall on the building's upper floors. Also the Ballroom will receive new finishes this fall, including a new floor and new chairs.

QUARTERLY FINANCIAL REPORT APPROVED

The Quarterly Financial Report was presented. The results of the financial operations were within the expectations established by the budget.

PRESIDENTIAL INSTALLATION PLANS REVIEWED

The Presidential Installation for James C. Votruba will be November 18-20, 1997. The plan emphasized that broad participation by the community and University faculty, staff, alumni, and students will be essential in the coordination of the various activities occurring through this period. Identified subcommittees are as follows: symposia, installation luncheon, installation ceremony, reception, banquet and ball, student event, community support, local arrangements, and exhibits. This important event will allow NKU the opportunity to showcase the campus to visitors from our local community, the Commonwealth, and other universities. Everyone's participation in the planning of the week is encouraged.

1997-98 OPERATING BUDGET APPROVED

The 1997-98 operating budget of \$74.635-million was approved. This represents an increase of \$3.929-million when compared to the \$70.7-million in the original 1996-97 budget. The 1997-98 budget sustains current programs and operations. The budgeted State general fund revenue reflects a \$760,500 increase in operating appropriation for 1997-98 enacted in the 1996 Regular Session of the General

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PRIVATE GIVING REPORT ACCEPTED

Private giving at Northern Kentucky University reached a new record during the fiscal year 1996-97, with \$3,163,412 received from private sources. That figure also includes a record year for the *Fund for Northern*, which raised \$1,043,862, a 15.56 percent increase over the previous year.

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ACADEMIC AFFAIRS APPOINTMENTS APPROVED

The following administrative appointments were approved:

Margaret Anderson, from Assistant Professor to Acting Chair and Assistant Professor in the Department of Nursing (July 1, 1997 through June 30, 1998); **Robert Appleson**, from Assistant Provost for Planning and Assessment to Associate Vice President for Academic Affairs (effective July 1, 1997); **Robert Collier**, from Associate Professor in the Department of Literature and Language to Associate Professor and Acting Chair in the Department of Literature and Language (July 1, 1997 through June 30, 1998); **Daniel Curtin**, from Associate Professor in the Department of Mathematics and Computer Science to Interim Associate Dean in the College of Arts and Sciences and Associate Professor in the Department of Mathematics and Computer Science (August 13, 1997 through June 30, 1998); **Sandra Easton**, from Assistant Professor in the Department of Accountancy to Interim Dean of the College of Business and Assistant Professor in Accountancy (July 1, 1997, through June 30, 1998); **Nancy Lang**, from Associate Professor in the Department of Economics, Finance and Information Systems to Interim Associate Dean of the College of Business and Associate Professor in the Department of Economics, Finance and Information Systems (July 1, 1997 through June 30, 1998); **Karen Ogburn**, Associate Dean for Administration, Salmon P. Chase College of Law (effective September 1, 1997); **J. Michael Thomson**, from Associate Professor in the Department of Political Science to Interim Director of Academic Computing and Associate Professor in the Department of Political Science (July 1, 1997 through June 30, 1998); **Michael Turney**, from Professor in the Department of Communication to Acting Chair of the Department of Allied Health, Human Services and Social Work and Professor in the Department of Communication (August 1, 1997 through May 16, 1998).

The following faculty appointments were approved (all effective August 13, 1997 unless otherwise noted):

Nancy Batchelor, Assistant Professor in the Department of Nursing; **Susan Cantrell**, Assistant Professor in the School of Education; **Steven Dent**, Assistant Professor in the Department of Physics and Geology; **Jon Draud**, Assistant Professor in the School of Education; **Mary Gers**, Assistant Professor in the Department of Nursing; **Wanda Griffith**, Assistant Professor in the School of Education (effective July 1, 1997); **Lisa Jameson**, Assistant Professor in the Department of Art; **J. Specter Monono**, Visiting Assistant Professor of Law in the Salmon P. Chase College of Law; **Daryl Orth**, Assistant Professor in the Department of Technology; and **Kristine A. Yohe**, Assistant Professor in the Department of Literature and Language.

SIX-YEAR CAPITAL PLAN APPROVED

The 1996-2002 Six-Year Capital Plan for Northern Kentucky University was approved. The top priority for the period 1998-2000 is construction of a new Science Learning Center at an estimated cost of \$38-million. Land Acquisition also remains a high priority. Also included is the funding of an \$18-million new Student Union Center. The top priorities for the two-year period from 2000-2002 include major renovation of the existing Natural Science Center, more land acquisition and the funding of a \$24-million Convocation Center. It is important to note the Capital Plan can be amended and updated as necessary. A copy of the plan is on file at the library.

STRATEGIC VISIONING PROCESS ENDORSED

As outlined in Dr. Votruba's State of the University address, NKU will immediately begin an eight-week series of conversations across the campus and across the metropolitan community. The effort, called *Visions, Voices, and Values*, will help assist in developing the vision and values for NKU through the next five years. Participants in these conversations will be the voices which help shape NKU's future. To join in these conversations, a panel of 14 faculty, staff, students and community leaders have been assembled. This panel will be co-chaired by President Votruba and Dr. Russell Proctor, an associate professor in the Department of Communication. The conversations will focus on the following four questions:

- As we focus on our vision and priorities for the next five years, what are the most important issues and opportunities that we should address?
- What are the University's most important assets or strengths that should serve as a foundation for our

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- As we focus on our vision and priorities for the next five years, what are the most important issues and opportunities that we should address?
- What are the University's most important assets or strengths that should serve as a foundation for our development over the next five years? What new assets or strengths should be developed?
- What should be the core values that define us as a 21st century metropolitan university?
- Looking ahead five years, what should be the "defining characteristics" that represent NKU's own unique or distinctive identity with reference to our students, faculty, curriculum, teaching/learning process, research and scholarship, community outreach, academic and administrative support, student life, etc.? What will it take to get there?

STUDENT REGENT INSTALLED/OFFICERS ELECTED

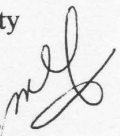
Three regents were installed. Chris Saunders was re-installed as Student Regent. Martha Mulloy was installed as Staff Regent and Barry Anderson as Faculty Regent. Also, the three Executive Committee positions on the Board were re-elected for 1997-98: James Poston, chair; Frank Downing, Jr., vice-chair; and Alice Sparks, secretary/treasurer.

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NORTHERN KENTUCKY UNIVERSITY
Personnel Services

MEMORANDUM

TO: Campus Community

FROM: Margo L. Ferrante 
Personnel Services

RE: Faculty and Staff Tuition Waiver Program

DATE: August 21, 1997

As part of the Kentucky Post-Secondary Education Reform, a staff development program has been implemented state-wide called the Faculty and Staff Tuition Waiver Program. All regular, full-time employees will be allowed to take up to six (6) credit hours of classes at any Kentucky state school.

Employees who wish to participate must meet to course-offering institution's general admission criteria and any specific program requirements. The employing institution, Northern Kentucky University, must provide proof of employment for each academic term.

If employment is terminated prior to the first day of classes, the approved tuition waiver will be canceled. Employees are responsible for any tax liability; employees who participate and drop classes, must notify Personnel Services to ensure proper taxation.

This program is separate from Northern's tuition waiver benefit. If you are interested in participating, please contact me for further information.



**NORTHERN
KENTUCKY
UNIVERSITY**

Vice President for Administration
(606) 572-5125

MEMORANDUM

TO: President's Cabinet
Deans, Directors and Department Chairs

DATE: August 27, 1997

RE: Faculty & Staff Tuition Waiver Program

On August 21, Ms. Margo Ferrante, Director of Personnel Services, corresponded with the University Community regarding the recent establishment of a postsecondary faculty and staff tuition waiver program. The specific guidelines for this program are attached. You may want to discuss this issue with your colleagues and maintain these guidelines as an addendum to the appropriate employment handbook.

This new waiver program provides regular, full-time employees with access to up to six (6) credit hours per term at Kentucky's community college and higher education institutions. This program is both a valuable recruitment tool for NKU and an education and training tool. NKU is in position to attract students through this waiver and in position to educate and train its own faculty and staff through this program.

Tuition benefits beyond the undergraduate level are taxable according to the federal tax code. Ms. Ferrante will assist in certifying the employment of NKU employees seeking to use this benefit and will be able to provide information on potential tax liabilities.

Once you have reviewed these waiver guidelines, I would like to receive any questions that you may have. Answers to frequently raised questions will appear in a future issue of The Campus Digest.



Carla S. Chance

cc: President James C. Votruba

Nunn Drive
Highland Heights, Kentucky 41099

Northern Kentucky University is an equal opportunity institution.

Approved: August 8, 1997

**2.51: FACULTY AND STAFF TUITION WAIVER PROGRAM
INTERIM POLICY****I. Statement of Purpose**

The 1997 First Extraordinary Session of the General Assembly resulted in the creation of a faculty and staff tuition waiver program [KRS 164.020(32)] with the express purpose of promoting employee and faculty development. Specific responsibility was granted to the Council on Postsecondary Education to develop and implement this program. Consistent with stated legislative purpose, this policy sets out the parameters of this program, which is intended to enhance the professional development opportunities of the employees and faculty of the public postsecondary institutions.

The Council on Postsecondary Education authorized the Acting President to implement a policy so that employees seeking to participate in the Faculty and Staff Tuition Waiver Program could enroll for the 1997 fall semester. This policy is an interim policy that will be reviewed by the Council during the fall semester.

II. Statutory Authority

Authority is expressly granted in KRS 164.020(32) which provides the Council on Postsecondary Education shall:

(32) Develop a statewide policy to promote employee and faculty development in all postsecondary institutions through the waiver of tuition for college credit coursework in the public postsecondary education system. Any regular full-time employee of a postsecondary public institution may, with prior administrative approval of the course offering institution, take a maximum of six (6) credit hours per term at any public postsecondary institution. The institution shall waive the tuition up to a maximum of six (6) credit hours per term; . . .

Additional requirements for employees of the Kentucky Community and Technical System are stated in House Bill 1, 1997 Extraordinary Session, Section 19(6):

(6) A regular full-time employee may, with prior administrative approval, take one (1) course per semester or combination of summer sessions on the University of Kentucky's campus or at a community college during the employee's normal working hours. The University of Kentucky shall defray the registration fee up to a maximum of six (6) credit hours per semester or combination of summer sessions.

III. Policy

Section A. Definitions

1. "Course-offering institution" means the institution where an employee has enrolled to take a college credit course under the provisions of this policy.
2. "Employing institution" means the institution where an employee seeking a benefit under this policy, works on a full-time basis.
3. "Institution" means a state-supported postsecondary institution as described in KRS 164.001(10).
4. "Regular full-time employee" or "employee" means an employee so classified by an employing institution within the human resources system of that institution. NOTE: *Until July 1, 1998, participation by the technical branch of the Kentucky Community and Technical College System (KCTCS) is limited to employees of the postsecondary technical institutions and the postsecondary faculty of the area centers. On July 1, 1998, all KCTCS employees will become eligible.*
5. "Summer term" or "summer session" means the period in the academic calendar between the spring and the fall semester.

Section B: General Requirements

1. The program is to be titled the Faculty and Staff Tuition Waiver Program.
2. The Faculty and Staff Tuition Waiver Program applies to the waiver of tuition and does not include mandatory student fees, course and other fees, textbooks or other charges assessed by a course-offering institution.
3. The Council on Postsecondary Education requires that all tuition waived under this program:
 - a. be recorded consistent with residency requirements;
 - b. be recorded in the financial accounting system of the course-offering institution consistent with financial reporting guidelines of the Council; and
 - c. be separately identified in the course-offering institution's student database consistent with Council guidelines.
4. The Faculty and Staff Tuition Waiver Program applies to all courses offered for college credit not specifically excluded by this policy.

5. A course-offering institution may, through a written policy, exclude non-credit continuing or community education courses, courses offered through overseas programs, correspondence courses, and audited courses.
6. Participation in the Faculty and Staff Tuition Waiver Program may generate additional taxable income under the provisions of the federal tax code for graduate, professional and doctoral level programs.
 - a. The course-offering institution shall provide a report to the chief personnel officer of each employing institution on all employees participating in the Faculty and Staff Tuition Waiver Program. The report shall designate the course number and whether the course is undergraduate, graduate, doctoral or professional.
 - b. The employing institution is responsible for withholding of the proper taxes and for reporting taxable income for all employees of the institution regardless of the institution where the course is taken.
 - c. Any tax liability incurred through participation in this program is the responsibility of the employee.
7. This policy confers a financial benefit to regular, full-time employees and is not intended to guarantee access or preferential treatment to any academic course or program.
8. An employee eligible to participate in this program may take courses during normal working hours with written permission of the employing institution.
9. An institution is not required to offer a course during an academic term unless there are a sufficient number of tuition-paying students taking the course. An institution may restrict enrollment in a course if space is not available.
10. An institution may offer additional benefits to its own employees or to employees of other postsecondary institutions that exceed the benefits of this policy.

Section C: Eligibility Criteria

1. An employee, to be eligible for participation in the Faculty and Staff Tuition Waiver Program, must be classified by the employing institution as a regular full-time employee. Certification of employment shall be provided by the employing institution for each academic term in which the employee seeks to participate in the program.
2. If employment is terminated prior to the first day of classes, an approved tuition waiver will be cancelled.

3. An employee is not eligible to receive a tuition waiver under this program in excess of six credit hours per academic term from an institution or combination of institutions.
4. Employees must meet the course-offering institution's:
 - a. general admission requirements; and
 - b. any specific program requirements.
 - c. A course-offering institution may require that a student achieve a minimum grade level, not to exceed a 2.0 on a 4.0 grade scale, in order to continue to be eligible to participate in the Faculty and Staff Tuition Waiver Program in subsequent academic terms.

Section D: Effective Date of This Policy

1. This policy shall be effective August 8, 1997.
2. The Council on Postsecondary Education shall review and act on this policy prior to the start of the spring 1998 academic term.

Certification: _____

Gary S. Cox, Acting President


Previous Actions:

Original Approval: _____

Amended: _____



**NORTHERN
KENTUCKY
UNIVERSITY™**



Regents Distinguished Service Award

A Celebration of Service

1997

The Regents Distinguished Service Award was developed to replace the Distinguished Service Award. This award recognizes individual staff employees who have made exemplary contributions to the growth, image, or efficient operations of the University. Three \$1,000 awards will be available on an annual basis, although all three will not necessarily be made in any given year. One award will be available in each of the following employment categories:

Professional/Research Assistants

Office Clerical

Service Maintenance - Skilled Crafts - Technical/Scientific

All regular non-faculty employees in the above classifications with five or more years of continuous service are eligible for nomination for this award. Recipients of the Distinguished Service Award prior to 1990 when it was replaced with the Regents Distinguished Service Award, are eligible to be nominated. The selection committee is composed of four director-level appointments representing the four major organizational units, the President of Staff Congress, one member of the Board of Regents, and the winners from the previous year. While serving on the selection committee, those staff members are not eligible to be nominated that year.

Nominations for awards will be judged based on two criteria: job performance and/or University service. In job performance, nominees should show exemplary performance in one or more of the following: service above and beyond the call of duty, initiative and creativity, peer recognition, contributions to the work environment, and personal characteristics such as enthusiasm, loyalty, good attendance, leadership and cooperation, courtesy, and fairness to other employees. University service may include efforts toward good public relations for the University and/or community service with a professional organization which directly or favorably reflects upon or benefits the University.

Only nominations made by University faculty, staff, or students will be accepted. Self-nominations will not be considered. The nomination form is on the reverse of this document. Additional forms are available from Personnel Services. Any documentation you wish to provide supporting the nomination must accompany the form not to exceed 3 pages per nomination.

Need assistance to nominate? Call Personnel Services Ext. 5200, or contact a member of the Regents Distinguished Service Award Committee.

**All nominations must be returned to the Director of Personnel Services
by 4:30 p.m. on Friday, September 19, 1997.**

Documents received after that time will not be considered.

Thank you in advance for nominating our outstanding staff members.
Plan to attend the staff awards banquet for the **Celebration of Staff Service.**

Regents Distinguished Service Award Committee

Barry Andersen
Jackie Baker
Mary Chesnut

Kathy Dawn
Edith Hill
Shannon Mundy

Ken Shields
Dan Snow
John Stevens



**1997 Nomination Form
Northern Kentucky University
Regents Distinguished Service Award**

Please type or print clearly

I hereby nominate _____, who works in the
Department of _____, for a 1997 Northern
Kentucky University Regents Distinguished Service Award.

JOB PERFORMANCE: (May include examples of one or more of the following: service above and beyond the call of duty, initiative and creativity, peer recognition, contributions to the work environment, and such personal characteristics as enthusiasm, good attendance, leadership and cooperation, courtesy, and fairness to other employees.)

UNIVERSITY SERVICE: (May include examples of one or more of the following: efforts toward good public relations for the University and/or community service, service with a professional organization which directly or favorably reflects upon or benefits the University.)

Please be as specific as possible and feel free to use additional pages. Any supporting documentation, if desired, must accompany this nomination form upon return not to exceed 3 pages. Please submit this nomination to the Director of Personnel Services no later than **4:30 P.M. ON FRIDAY, SEPTEMBER 19, 1997.**

Name of nominator: _____ Title : _____
please print or type

Signature of nominator: _____ Date: _____

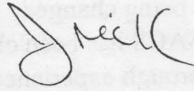
Department: _____ Phone: _____



August 10, 1997

TO: Academic Community

FR: Jim McKenney, Self-Study Director



RE: Update

On November 10-13 of this academic year a visiting team from the Southern Association of Colleges and Schools (SACS) will be on campus to evaluate the institution. In addition, on April 20-23 a group of invited consultants will be on campus to offer advice on issues selected for study by NKU. The purpose of this memo is to provide an update on progress in preparation for visits by the two groups.

Approximately a year ago I sent a memo describing the experimental self-study alternate model and listed the committee members for the Compliance Committee, Steering Committee, and each of the four issue committees mentioned later in this memo.

The Compliance Committee was formed and started working in spring 1996. The committee's task was to gather information on approximately 500 specified criteria either to demonstrate that NKU was in compliance with a particular criterion or to ascertain that the institution was not doing what the criterion stated we must do. During fall 1996 and early spring 1997 the Compliance Committee concentrated on collection and analysis of information to determine whether the institution was meeting SACS criteria. Based upon information collected, criteria were separated by the Compliance Committee into three categories:

- (1) those for which the committee felt NKU was out-of-compliance,
- (2) those for which the committee felt NKU was in compliance but should do substantially better,
- (3) and those for which the committee felt NKU could document compliance with no anticipated problems.

This delineation of criteria was approved by the Steering Committee and presented to the president's Cabinet through the Provost in early spring. The list of criteria in categories (1) and (2) is attached.

The situations that led to listing NKU out-of-compliance for various criteria have all been rectified except one. To remedy out-of-compliance issues, a full-time tenure-track faculty member has been hired in Geology, the number of semester hours required for graduation and taken at NKU will be increased (probably to 34-36 hours), Chase College of Law will continue to publish a Student Handbook, published policies concerning the employment of part-time faculty now exist, a form has been developed to serve as a formal letter of appointment for part-time faculty, and the proportion of credit hours in Justice Studies taught by faculty with terminal degrees will be above 25%, the SACS threshold. The proportion of credit hours in Speech taught by faculty with terminal degrees was below 25% for fall 1996 (primarily because of many SPE 101 classes taught by part-time faculty) and it is not clear what will happen this fall.

Actions to address criteria identified as in compliance but needing substantial improvements continue, but some concerns remain. Several of the criteria dealing with very specific changes have been or are in the process of being changed. Specifically, the language used in describing an institution's relationship with SACS has been clarified, and better documentation will now exist when faculty are qualified through experience as opposed to academic preparation. Most of the criteria mentioned in category (2) require some form of institutional commitment. Attached is a collection of recommendations made to the President's Cabinet to address issues raised. The status of the recommendations at this time is unclear.

Folders have been prepared for each of the approximately 500 criteria. Each folder contains a short response indicating whether NKU is in compliance with the specific criterion and, if in compliance, provides documentation. For some criteria, suggestions for improvement are stated. The visiting committee in November from SACS will spend most of its time perusing the folders and, if necessary, seeking additional information when questions develop.

In December 1995, four issues were identified as concerns to be studied in the alternate model for the self-study. These issues are:

1. reducing reliance on part-time faculty
2. examining advising and course offerings for general studies and majors
3. examining developmental offerings to enhance student opportunities
4. developing a technology plan for academic affairs.

Committees were formed to work on each of the issues and these committees have been meeting regularly since fall 1996. Preliminary reports from each of the committees should be ready for distribution early in the fall semester to allow appropriate campus-wide discussion and feedback. More will follow about opportunities to discuss draft reports from each of the committees. Final reports should be completed by the beginning of the spring semester in preparation for the visits by consultants in April.

When facing the prospect of evaluation by visitors to campus, our anticipating what they might want to see and have provided is a challenge. We have tried to be cautious and deliberate in identifying areas of concern and hope no major problems have slipped through the cracks!

I have spent the past 18 months examining this institution and have renewed respect and admiration for the NKU community. In most situations, I have encountered people dedicated to offering life-changing opportunities to students and working harder than the institution has any right to expect. One purpose of a self-study is to identify areas that need to be improved, but we should never lose sight of all the things we are doing well. That list is really long!

THE FOLLOWING IS A LIST OF CRITERIA FOR WHICH THE INSTITUTION IS OUT OF COMPLIANCE

1. a. In each major in a degree program, there must be at least one full-time faculty member with responsibility for supervision and coordination of the major. (1.4.x)
- b. For each major in a degree program, the institution must assign responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field. (4.2.3.d)
- c. At least one full-time faculty member with appropriate credentials as defined in Section 4.8.2, must have primary teaching assignment in the major. (4.2.3.e)

Comment: NKU has been offering a degree in Geology without a full-time faculty member for academic 1996-1997.

2. For degree completion, at least 25 percent of semester credit hours, or the equivalent quarter hours, must be earned through instruction by the institution awarding the degree. (4.2.2.j)

Comment: The institution presently requires a student to complete the last 30 hours at NKU when working toward a baccalaureate degree that requires a minimum of 128 semester hours. The SACS requirement of at least 25% of the credit hours converts to requiring at least 32 hours be taken at NKU.

3. These requirements, along with others developed by the institution, must be published and distributed to all incoming graduate students and be appropriate to the degree and program being offered. (4.3.3.c)

Comment: The Chase College of Law Student Handbook was not published for academic 1996-1997. Prior to this, the handbook had been given to all incoming Chase law students.

4. At least 25 percent of the discipline course hours in each undergraduate major must be taught by faculty members holding the terminal degree, usually the earned doctorate, in that discipline. (4.8.2.2.d)

Comment: For fall 1996, Justice Studies and Speech both had less than 25% of the credit hours taught by faculty holding the terminal degree.

5. Each institution must establish and publish comprehensive policies concerning the employment of part-time faculty members. (4.8.3.d)

Comment: NKU has no published comprehensive policies concerning the employment of part-time faculty members.

6. Although tenure policy is not mandated, each institution must provide contracts, letters of appointment, or similar documents to faculty members clearly describing the terms and conditions of their employment. (4.8.6.d)

Comment: NKU has no contract, letter of appointment, or similar document provided to part-time faculty members describing the terms and conditions of employment.

THE FOLLOWING IS A LIST OF CRITERIA WHERE THE INSTITUTION IS IN COMPLIANCE, BUT IN WHICH SIGNIFICANT IMPROVEMENTS SHOULD BE MADE.

The purpose of a self-study is to identify areas within the institution that need attention, and the committees would be remiss in their responsibilities if these areas were not highlighted through the criteria. Also, the visiting Compliance Audit Committee from SACS might not agree that the institution is in compliance with all the listed criteria and steps to correct any problems should be made before visiting teams arrive.

A. Criteria substantially related to resources

1. Criteria cited because of the level of support for library and other learning resources (including equipment).

- a. The institution must have sufficient learning resources or, through formal agreements or appropriate technology, ensure the provision of and ready access to adequate learning resources and services to support the courses, programs and degree offered. (1.4.y)
- b. The institution must provide a competent faculty, adequate library/learning resources, and appropriate computer resources, instructional materials/equipment and physical facilities. (4.1.b)
- c. A graduate program must have curricula and resources substantially beyond those provided for an undergraduate program. (4.3.1.b)
- d. Research, scholarly activity and/or advanced professional training must be included in graduate studies and supported by adequate resources. (4.3.1.c)
- e. An institution must provide (for graduate programs) a competent and productive faculty, adequate library and learning resources, adequate computer and laboratory facilities, and an appropriate administrative organization. (4.3.1.d)
- f. Curricula (graduate) must be directly related and appropriate to the purpose and goals of the institution and the degree program, and to the financial and instructional resources of the institution. (4.3.4.g)

Comment: The concern expressed is the adding of two new graduate programs when the institution struggles to support programs presently offered. Policies as well as resources may need to be examined.

- g. Learning resources (library) and services must be adequate to support the needs of users. (5.1.1.d)
- h. Institutions offering graduate work must provide library resources substantially beyond those required for baccalaureate programs. (5.1.3.d)
- i. Adequate hours (library) must be maintained to ensure accessibility to users. (5.1.2.e)

Comment: Steely library hours on Friday evening and weekends should be considered.

2. Criteria cited because of level of support services and community education.

- a. An institution must ensure that the number of advisees assigned to faculty or professional staff is reasonable. (4.2.5.b)

Comment: AARC has approximately 600 advisees/advisor.

- b. For outreach and service programs, an institution must provide the resources and services necessary to support the programs and must evaluate the programs regularly. (4.6.d)

Comment: The concern is providing resources, not evaluation.

- c. Human, physical, financial and equipment resources for student development services must be adequate to support the goals of the institution. (5.4.2.a)

3. Criteria cited because of level of overall financial support

- a. The institution must have an adequate financial base to accomplish its purpose at an acceptable level on a continuing basis. (1.4.z)
- b. The student enrollment and financial resources of an institution must be sufficient to support an effective educational program. (4.1.c)
- c. Because the financial resources of an institution influences the quality of its educational program, each institution must possess sufficient financial resources to support all of its programs. (6.3.1.a)

B. Criteria cited because of faculty issues related to resources and/or policies

1. The number of full-time faculty members must be adequate to provide effective teaching, advising and scholarly or creative activity, and be appropriate to participate in curriculum development, policy making, institutional planning and governance. (4.8.3.a)
2. The employment of part-time faculty members can provide expertise to enhance the educational effectiveness of an institution but the number of part-time faculty members must be properly limited. (4.8.3.b)
3. An institution must provide a faculty of adequate size to support its purpose. (4.8.9.a)
4. Salary increases must be based on clearly stated criteria. (4.8.5.a)

Comment: Salary issues such as compression and departments falling well below CUPA data figures need to be addressed as well as issues related to the following criteria.

5. It (the institution) must have procedures for the equitable and reasonable assignment of faculty responsibility-including classroom instruction, academic advising, committee membership, guidance of student organizations, and research and service to the public. (4.8.9.b)

Comment: The procedures to assure equitable assignment across department and college lines should be examined.

C. Criteria related to general policies and procedures

1. Criteria dealing with planning and budget

- a. The institution must have an appropriate plan, as well as a functioning planning and evaluation process, which identifies and integrates projected educational, physical and financial development, and incorporates procedures for program review and institutional improvement. (1.4.r)
- b. The institution must: 1. establish a clearly defined purpose appropriate to collegiate education 2. formulate educational goals consistent with the institution's purpose 3. develop and implement procedures to evaluate the extent to which these educational goals are being achieved 4. use the results of these evaluations to improve educational programs, services and operations. (3.1.c)
- c. For each administrative and educational support service unit, the institution must: 1. establish a clearly defined purpose which supports the institution's purpose and goals 2. formulate goals which support the purpose of each unit 3. develop and implement procedures to evaluate the extent to which these goals are being achieved in each unit 4. use the results of the evaluations to improve administrative and educational support services. (3.2.b)
- d. Its preparation and execution (the budget) must be preceded by sound educational planning. (6.3.3.b)

Comment: The budgeting and planning/evaluation process should be more closely linked; an individual should be given the responsibility (and time) to coordinate and oversee the planning process.

2. Criteria dealing with institutional publications

- a. An institution must be accurate in reporting to the public its status and relationship with the Commission. (1.6.b)
- b. In catalogs, brochures and advertisements a member institution must describe its relationship with the Commission only according to the following statement: (1.6.b)

Comment: SACS has a uniform statement for all institutions to use in describing the relationship.

- c. The content and design of publications produced and distributed by an institution must be accurate and consistent in describing the institution and rigorously adhere to principles of good educational practice. (4.4.a)

Comment: The concern is with the process used to produce the University Catalog; an online system should be used so that information could be updated as changes are made.

3. Criteria dealing with distance learning

- a. An institution must formulate clear and explicit goals for its distance learning programs and demonstrate that they are consistent with the institution's purpose. (4.5.a)
- b. Further, an institution must demonstrate how it will achieve these goals and how it will ensure overall effectiveness and quality consistent with the Criteria. (4.5.b)

Comment: Our mission statement does not address distance learning.

4. Criteria dealing with evaluation

- a. Orientation and advisement programs (graduate) must be evaluated regularly to ensure effective assistance to students.

Comment: Some of this is done but in a very informal way; a more systematic process should be followed.

- b. The library and other learning resources must be evaluated regularly and systematically to ensure that they are meeting the need of their users and are supporting the programs and purpose of the institution. (5.1.1.c)

Comment: Presently the only evaluation of the library is done on the senior survey; some form of faculty evaluation should be implemented.

5. Other criteria

- a. Procedures established for implementation of institutional admission policies must be followed in the admission of all students. (4.2.1.j)

Comment: The Catalog description of the admission policy is confusing and the institution does not follow the printed policy for non-resident students.

- b. The institution must demonstrate that its graduates are competent in reading, writing, oral communication, fundamental mathematical skills and the basic use of computers. (4.2.2.g)

Comment: The problem is the demonstration of basic use of computers.

- c. Each institution must conduct a systematic effective program of undergraduate academic advising. (4.2.5.a)

Comment: Pre-business majors in the College of Business get no systematic advising, particularly for general studies courses.

- d. Such cases (faculty qualified through experience) must be justified by the institution on an individual basis. (4.8.2.1.b)

Comment: A process needs to be developed to document qualification by experience.

- e. Policies for the allocation and use of information technology resources must be clearly stated and consistent with the institution's purpose and goals. (5.3.f)

- f. There must be a clear distinction, in writing and in practice, between the policy-making functions of the governing board and the responsibility of the administration and faculty to administer and implement policy. (6.1.2.h)

- g. The evaluation must reflect concern for quality and discern levels of student performance. (4.2.4.g undergraduate and 4.3.5.g graduate)

Comment: The way grade distributions are internally reported does not allow for the separation of students enrolled in a course for less than the first week of class. (The grade of X means enrolled for less than three weeks.) Another "grade" should be considered that identifies students enrolled for less than one week. Problems may exist with grade distributions but it is hard to tell with the present reporting.

May 19, 1997

TO: Paul Gaston

FR: Jim McKenney

RE: Recommended Actions based upon Compliance Problems

The purpose of this memo is to offer recommendations to address issues identified by the Compliance and Steering Committees through the SACS criteria. The working document for this memo is the report you submitted to the President's Cabinet on April 18, 1997.

1. For the criteria in which the institution appears to be out-of-compliance, the proposed strategies cited in the working document seem appropriate.
2. Criteria Substantially Related to Resources: Library and other Learning Resources,

Several actions seem appropriate that would speak to multiple criteria in this section.

- a. Take steps now to guarantee that the Support-of-Learning Surcharge will be continued, at least at the present rate. This could be the first step in a three-year plan for enhanced coordination within and increased support for the library, media services, and academic computing.
- b. Based upon allocations of the Support-of-Learning Surcharge for the past two years, develop a process that would increase the base operating budget of appropriate areas (particularly the libraries and Dean of Arts and Sciences) and move funds collected through the Surcharge into the budgets more quickly.
- c. Define specific areas in which resources for graduate programs at NKU should be beyond those provided for undergraduate programs and indicate how this will be accomplished.

3. Criteria Substantially Related to Resources: Support Services and Community Education, Faculty Issues

As above, several actions would speak to multiple criteria.

- a. Continued support for a new Student Center seems crucial. Renovation of the existing Center, along with the new building, would ease some of the space problems for support services.
- b. Have the institution commit to at least two new staff positions and two new faculty positions each year for the next five years. This action would be a step toward solving some of the part-time faculty problems plus bring some needed relief to areas where additional assistance is desperately needed.
- c. Create a pool of funds to upgrade both staff and faculty salaries that have, over time, fallen below accepted levels relative to established indicators. Some long-term continuous effort needs to be implemented to address a problem that grows worse every year.

4. Criteria Related to General Policies and Procedures: Planning and Budget

The Compliance and Steering Committees, in discussions about criteria dealing with planning and budgeting, expressed the following concerns:

1. There is not much evidence that planning and budgeting are connected.
2. The planning process needs to be reviewed and evaluated.

The budgeting process seems to be primarily a continuation budget each year with requests to appropriate administrators for non-budgeted needs as they arise. It is not clear where institutional planning fits into the process.

The lack of a clear link with institutional planning and budgeting is certainly one reason to review the entire planning and budgeting process. Also, since a strong component of the planning process is review and evaluation of all units in the University, the planning process itself should undergo the same scrutiny.

The following actions seem appropriate:

- a. Review and evaluate the institutional planning process with particular attention to the link with budgeting.
- b. Review and evaluate the budgeting process with particular attention to the link with institutional planning.

As the 21st century approaches, Northern Kentucky University finds itself working with some antiquated policies and procedures. This has led Staff Congress to appoint a committee to review concerns addressed to members as voiced by constituents. We have received numerous complaints about arbitrary decisions regarding job changes or upgrades in the past few years. While the Redbook is being reviewed and this will take some time, the following are concerns which we feel must be addressed as soon as possible.

1. Job descriptions (not JAQ) need to be established for all entry level positions. Specified career ladder descriptions and pay grades need to be established for each position and should be available upon request from the Personnel Department.
 - a. Job grades need to be consistent with level and salary and should be published and made available to all employees.
 - b. Any upgrade or new positions reviewed by Personnel should be documented in writing, to the originator of the request, detailing why request is accepted or denied. Solid criteria should be used and precedent should be cited when request is denied.
2. Occasionally a contract or temporary position will be used to employ an extra person in a similar position to one already filled. Often times, the new hire will start out at the rate perhaps only five to ten cents an hour less than the current employee, who may have been in the position for several years. This practice fosters poor morale in many cases.
3. At times situations arise between two staff members or a staff member and their supervisor which may require mediation that is not serious enough to go through the grievance procedure. In this situation we propose an ombudsman, perhaps someone experienced in mediation, i.e. a law professor.
4. All policy changes in personnel matters, procedures, or anything that affects the timely flow of paperwork should be posted and printed in the Campus Digest, paychecks, or other circulation in ample advance of change.
5. We believe there should be a clarified statement of responsibility in purpose of our Personnel Department.

Staff Congress feels that if these issues are resolved, staff morale would greatly improve.