

Faculty Senate

Northern Kentucky University

Highland Heights, KY 41099
(606) 572-6400

Faculty Senate Meeting
September 26, 1994
3:00 UC BALLROOM

- I. Call to Order
- II. Approval of Minutes from May 13, 1994 Meeting
(distributed at last Senate meeting)
- III. Approval of Minutes from August 29, 1994 Meeting
(enclosed)
- IV. Additions to, and/or Deletions from, Agenda
- V. Start Date for Faculty Regent
(voting item: information sent September 6, 1994 to each Senator)
- VI. Reassigned Time for Certain Senate Officers
(discussion item: information sent September 6, 1994 to each Senator)
- VIII. Clarification of Procedure for Dealing with General Studies Issues in Faculty Senate
- IX. Updates
 - A. Strategic Action Planning/Planning Commission
 - B. Complaint Process Advisory Committee Election
 - C. Senate Survey & UCC Survey
- X. Handbook Requirement for Reasons in Writing
(discussion item: see attachments)
- XI. Old Business
- XII. New Business
- XIII. Adjournment

Faculty Senate

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FACULTY SENATE MEETING

September 26, 1994

UC BALLROOM

"If nominated I will not accept. If elected, I will not serve."

Nancy Firak, on next year's Senate Presidency

SENATORS PRESENT: T. Cate (Vice Pres.), S. Chicurel, Y. Datta, S. Dessner, S. Duggal, L. Ebersole, R. Enzweiler, N. Firak (Pres.), S. Forman, C. Frank (Benefits), C. Furnish, D. Gronefeld, M. Huelsman, M. Jang, D. Kelm (Sec'y), R. Kelm, P. Koplow, Y. Kuwahara, P. McCartney, C. McCoy, D. Miller (Parl'n.), D. O'Keefe, L. Olasov *ex officio* (Univ'y. Curric.), T. Pence, A. Rini (Prof. Concerns), K. Schnapp, G. Scott, D. Sies, J. Smith, L. Smith, M. Stavsky (Budget), J. Thomas, K. Verderber, T. Weiss
SENATORS ABSENT: M. Artzer, P. Cooper, P. Knepper, B. Thiel
OTHERS: R. Appleson, C. Chance, P. Gaston, M. Huening, B. Oliver, M. Ryan, J. M. Thomson, M. Winner

I. CALL TO ORDER: The Faculty Senate was called to order at 3:08 p.m.

II. APPROVAL OF THE MINUTES: Minutes from 5/13/94 were approved as presented.
Minutes from 8/29/94 were approved as presented.

III. AGENDA:

A. Additions

1. New Business

a. Re: the Council on Higher Education Public Forum

IV. Re: THE STARTING DATE FOR THE Faculty Regent

A. *Motion* : To change the starting date of the Faculty Regent from May 1 to July 1.
Firak/Thomas Passed

The new dates will commence with the next elected Faculty Regent.

V. Re: RE-ASSIGNED TIME FOR CERTAIN FACULTY SENATE OFFICERS

A. Background: This matter was brought to the Senate's attention by the Senate President because the amount of re-assigned time designated in the senate constitution is less than the amount of time allotted presently. The change was instituted by President Boothe with the proviso that this change be re-newed annually. President Firak out of concern for the present state of affairs discussed this with the Provost and prior committee chairs who have received released time.
B. Problem: the re-assigned time change has been carried forward, but has never been re-newed each year and the constitution stands as originally written.
C. Questions: Is the amount of re-assigned time presently allotted justified?...i.e. by the workload of the officers?...by the manner in which the increase was instituted? Should this change be formally placed in the Senate constitution--requiring a general faculty meeting?

D. Discussion: Tossed about on the high seas of Principle and Form -vs- Practice, dogged by the idea that institutional service should be taken up in an altruistic manner without thought of tangible reward and vexed by the concern that one is expected to perform considerable and often daunting administrative duties while still teaching a full load, the senators waxed rhetorical and sanguine in their opinions on this matter.

E. Outcome: Resident Firak will continue her discussions with the Provost and with former Faculty Senate Presidents. Senate officers are encouraged to keep record of time spent on Senate duties.

VI. Re: CLARIFICATION OF PROCEDURE FOR DEALING WITH GENERAL STUDIES

A. Question: UCC and GS issues must be passed by a 2/3 majority vote. Should this also be the case for courses proposed for General Studies?

Motion : All General Studies voting items must receive a 2/3 majority of the Senate to pass as a continuing practice. Passed

VII. UPDATES

A. Strategic Action Planning/Planning Commission Members: Debra Pearce [Biology], Nancy Firak [Law], Jim Gray [Technology], Gary Clayton [Business]

B. Complaints Advisory Committee Ballots are due 9/26 by 5 p.m.

C. Senate and UCC Surveys, or "sins of omission count, also."

1. Response, according to Tom Cate, was 50 to 55 or 20% of the faculty.
2. Deadline to submit surveys extended another week.

VIII. Re: faculty handbook REQUIREMENT FOR REASONS IN WRITING

A. Issue: The most recently adopted handbook unambiguously requires reasons in writing to be given for all appointment promotion and tenure decisions as well as for any decision to issue a probationary contract with conditions to be removed.

B. Questions (or Exclamations): In the name of whatever Spiritual Overbeing which may or may not exist, What have we done?! And what is it we meant when we did that? And what are we to do as the RPT process for this year moves along its unrelenting and deadline driven path? Do the form letters from the Provost's office concerning the RPT process reflect the letter and spirit of the changes in the handbook?

C. Discussion: Tossed about on the high seas of Principle and Form -vs- Practice,...

1. Provost: In summary, the letters are suggestions and committees are not mandated to use them. If the Senate feels the models are less than consistent, then work will be done to make next year's models consistent, amenable, etc.

2. Senators: To sum up, see Questions above.

a. *Motion*: RPT letters to candidates for promotion and tenure shall contain specific, substantive content relative to the criteria for evaluation to explain the committee's decision.

O'Keefe/Pence Failed

b. *Motion*:: that Professional Concerns Committee in consultation with the Provost and the University Counsel study and recommend how the "required reasons" for the RPT process might be interpreted beyond simply naming categories. That this group should present to its recommendations to the Faculty Senate in Spring of '95 for the Senate's consideration that such recommendations may then be used by RPT committees in Fall of '95.

Verderber/Thomas

Passed

IX. NEW BUSINESS:

1. The Council on Higher Education Forum has been re-scheduled. The new date is October 20th in BEP 200 at 6 p.m.

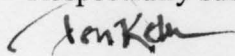
2. Welcome and congratulations to...

a. Carla Chance, newly appointed V.P. for Business Affairs.

b. Bill Oliver, your Chair of Chairs.

X. ADJOURNMENT : Adjourned at 5:05 p.m.

Respectfully submitted,



Don Kelm, Sec'y.

Faculty Senate

Northern Kentucky University

Highland Heights, KY 41099
(606) 572-6400

MEMORANDUM

TO: ALL FACULTY SENATORS
FR: NANCY FIRAK
DA: SEPTEMBER 6, 1994

RE: START DATE FOR FACULTY REGENT: VOTING ITEM
FOR SEPTEMBER 26 FACULTY SENATE MEETING

Our current faculty regent, Dr. J. Michael Thomson, took office at the May Board of Regents meeting. The new staff regent and the new student regent took office at the July Board of Regents meeting. Consequently, questions have been raised about why the faculty regent starts in May and about best starting date for the faculty regent.

Peg Goodrich and I searched Faculty Senate records for documents that might explain why the faculty regent begins in May. We found plenty of authority for the May start date, but we found no explanations for why that was so. Peg talked with several of our former regents, and while they all knew that May was the traditional start date, none remembered any authority requiring it.

Moreover, none of our prior faculty regents thought there was any particular advantage to the May start date. Starting in May requires the new regent to participate in the graduation exercises of the classes over which the outgoing regent governed. Starting in May places a "novice" on the Board before the completion of the business of the fiscal and academic years. Starting in May requires duplicate "ceremonial" expressions in the Board meetings (though these are admittedly modest) in May (for the faculty regent) and July (for the staff and student regent). Finally, Kentucky Revised Statutes section 164.330 (effective March 1992) requires that "Each board of regents shall hold its first meeting within thirty days after each appointment of new members. . . ." Not only does the statute contemplate a single start date for state regents, it requires a meeting to be held within a certain amount of time after a regent is appointed. This could cause unnecessary inconvenience in some circumstances.

There are obvious advantages to moving the faculty regent start date to July. The July Board of Regents meeting is the first of the fiscal and academic years. All other new regents start in July (not just staff & student regents). Allowing the outgoing regent to serve through the close of a fiscal and academic year allows a certain amount of closure and coherence to take place. To do so would allow KRS section 164.330 to be implemented predictably.

I will place a motion on the agenda of the September 26 faculty meeting to change the starting date for the faculty regent, from May to July, effective with the next faculty regent election. Please discuss this matter in your departments prior to that meeting. Perhaps new information will come to light that will provide additional guidance on whether the proposed change should take place.

Faculty Senate

Northern Kentucky University

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M E M O R A N D U M

TO: ALL FACULTY SENATORS
FR: NANCY FIRAK
DA: SEPTEMBER 6, 1994

RE: INFORMATION RELATED UPCOMING SENATE AGENDA ITEM
REGARDING REASSIGNED TIME FOR CERTAIN SENATE OFFICERS

At our most recent Faculty Senate Meeting, I announced that at our upcoming September 26 meeting an item would be placed on the agenda which would call for discussion of the questions of the proper amount of reassigned time for certain Faculty Senate officers and a discussion of whether a constitutional amendment is desirable to preserve that amount of reassigned time.

Attached are a number of documents that reveal the sources and changes in the amount of reassigned time available to Senate Officers: a page from the Faculty Senate Constitution (amended in April, 1987); a May 1991 proposal from the Executive Committee; Minutes of the May 1991 Faculty Senate meeting responding to that proposal; and a July 9, 1992 recommendation from Dr. Boothe which appears to be a response to Senate action. At the present time, Dr. Boothe's recommendation is in place, though in practice not all officers actually take all the reassigned time that is available to them.

Before the September 26 meeting, I will gather information from present and previous Senate officers in order to determine their views about these issues. As is required by Dr. Boothe's memorandum, I will also talk with the Provost. I hope you will discuss these issues with your departments prior to our September meeting in order to have a sense of what your constituents think. It is for that reason that I am circulating this information several weeks in advance of the agenda.

The issues that will appear on the September 26 agenda will be for discussion only. If the Senate decides that a vote on any issue is appropriate, no vote is anticipated to take place any earlier than the October Faculty Senate meeting.

- C. Reassigned time shall be allotted to the following members of the Executive Committee:

President - 50%

Curriculum Committee Chair - 25%

Faculty Benefits Chair - 25% for Fall Semester

- D. The following duties shall be the specific responsibilities of the Executive Committee:

- 1) It shall function as the official representative body of the faculty when the Faculty Senate is not in session and may take whatever emergency action it deems necessary. Such action shall be presented for approval to the Faculty Senate at its next regular meeting.
- 2) It shall cause matters approved by the Faculty Senate to be conveyed to the president of the University for appropriate action, and shall report the action taken to the Faculty Senate.
- 3) It shall serve as a committee on committees to work with the administration in forming university committees and in appointing their membership when appropriate.
- 4) It shall receive the written reports of the committees of the Faculty Senate.
- 5) It shall refer such matters as are designated by the Faculty Senate for action by the appropriate committee.
- 6) It shall prepare the agenda for meetings of the Faculty Senate. Committee recommendations intended for Senate action shall be so designated on the agenda.
- 7) It shall insure that nominations and elections are carried out as specified in the Constitution.
- 8) It shall make committee assignments, taking into account preference of Senators, by the regular August meeting, and notify those departments and independent programs which still require representation on the standing committees.

Faculty Senate

Northern Kentucky University

Highland Heights, Kentucky 41099

MEMORANDUM

TO: Faculty Senators

FR: Senate Executive Committee *Jin*

DA: May 10, 1991

RE: Release Time for Senate Officers

The Senate Executive Committee is proposing a change in the amount of release time from teaching to be granted to faculty members who serve as Senate officers. The purposes of this memo are to introduce a resolution concerning this proposal as a voting item for the May 16, 1991 Senate meeting and to provide some brief background information relating to the resolution.

BACKGROUND:

Currently, the Faculty Senate president receives one half time release each semester. In addition, the Chair of the University Curriculum Committee receives one quarter time release each semester and the Chair of the Faculty Benefits Committee receives one quarter time release for the fall semester only. Two years ago the Senate asked for some release time for the chairs of the the Budget and Commonwealth Affairs Committee and the Professional Concerns Committee but these requests were denied by the administration at that time. During the past two years, as NKU has continued its move towards a more collegial, shared, governance management, the Senate has been asked to play an increasingly more time consuming role in a number of areas (e.g. strategic planning, assessment, handbook revision, salary policy).

In recognition of these increasing demands, and in keeping with his intention to continue to involve the Senate more extensively in governance issues relating to academic affairs, the Provost has raised once again the issue of increased release time. The Senate Executive Committee has discussed this issue, giving consideration to the amount of time we feel is necessary to adequately represent the faculty in the governance process. Based on these discussions and some consultation with the provost, we propose the following resolution regarding release time for Senate officers. It should be noted that our intention is to have this new release time structure implemented on a trial basis for perhaps two years before moving to make it permanent by amending the Senate constitution.

RESOLUTION

The Faculty Senate recommends that release time from teaching be granted to Senate officers as follows:

- 1) Chairs of each of the four standing committees - one quarter release time for both Fall and Spring semesters.
- 2) President - full time release for both Fall and Spring semesters with teaching responsibilities to be filled by a one year temporary lecturer assigned to his/her academic department.

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MINUTES OF THE FACULTY SENATE MEETING OF MAY 16, 1991

Meeting of the 1990-91 Senate

I. Called to Order 12:05pm

- A. Runoff for at-large senator for College of Professional Studies
Randy Holt was selected

The 90-91 Senate was then put in recess

Meeting of the 1991-1992 Senate

I. Election of Officers for 91-92 Senate

A. Call for Nominations

A motion to approve the proposed slate of officers by acclamation carried.

- B. Jim reminded the Senators to turn in their committee preference form.

- C. Jim reminded the Executive Committee members of the upcoming Faculty/Administration retreat in Room 722AC for both outgoing and new ExComm members.

II. The '91-92 Senate was Adjourned and the 90-91 Senate called back into session Approval of Minutes of April 15, 1991 meeting

The minutes were approved as read

III. Additions or Deletions from the Agenda

None

IV. Senate President's Report

A. Two Proposals from previous meeting

- 1. Summer School Compensation--This was sent to Dr. Boothe. The financial ramifications are being examined.
- 2. Degree Audit--Dr. Jorns will attempt to see the Degree Audit system put into place as quickly as possible.

B. Retreat Agenda

- 1. Revision of Governance Document
- 2. Market-Equity Policy
- 3. Staff Reclassification Policy

C. Search Committee for Vice-President for Administrative Affairs

3 candidates have been interviewed. Jim requested Senatorial input.

D. Associate Provost Search

Sandy Easton will be serving in this position

V. Committee Reports

A. Executive Committee--Jim Thomas

- 1. Resolution on release time for Senate Officers--distributed previously
There was extensive discussion on this issue. Senators expressed concern over the lack of empirical evidence on exactly what the work load of officers was. Others expressed their concern that the Senate President would be removed from the classroom according to the proposal.

A motion to change "full-time" in #2 to "3/4 time" while retaining the request for a lecturer replacement was made. The motion carried.

A motion was made to separate the two questions involved when voting.
The motion carried.

The secretary was asked if release time should be considered for the secretary. He replied that such release time was unnecessary.

A motion was made to change the reading of #1 to "Chairs of each of the four standing committees will, upon their request, be assigned one quarter release time." The motion carried.

A motion was made to give the curriculum committee chair 1/4 release in the fall and spring semesters and the other chairs 1/4 release in either the fall or spring semester. The motion failed.

The question was called on #1 as amended.

The motion carried

The question was called on #2 as amended.

The motion carried.

Discussion now turned to the issue of whether or not the officers should be asked to keep track of their time spent on Senate work. A motion to this effect was made--"Both the standing committee chairs and the Faculty Senate president should maintain a record of their time spent in their work for the upcoming year with the intent of evaluating their time assignments in the spring of 1992."

Discussion centered on whether this was an appropriate thing to ask of a faculty member, and whether it was really necessary since the Administration had started this push for more release time and therefore did not need to be convinced with empirical data.

The motion failed.

A motion was made that this release time policy should be in effect for one year. The motion carried.

B. Budget and Commonwealth Affairs--Jim Niewahner

No Report

C. Curriculum Committee--Phil McCartney

1. Voting Item--Proposed revisions of the Curriculum Committee Manual

Motion carried

2. Arts and Sciences

A. Chemistry

Items 1, 2, 3, voted as a block. Motion carried.

B. Literature and Language

Voting on 1. a,b,c,d, as a block

Motion carried

C. Mathematics and Computer Science

Voted on as a block 1,2,3

Motion carried

D. Art

Added area of emphasis in Applied Photography

Motion carried

3. College of Professional Studies

A. Technology

1. New Program--Minor in Industrial and Labor Relations

2. Program Deletion--Associate Degree in Labor Studies
voted on as a block--Motion carried

3. New Certificate Program--Certificate in Electronics

a friendly amendment changed the name to Electronics Technology
Motion Carried

4. New Minor--Minor in Office System Technology

Motion Carried

B. Allied Health, Human Services and Social Work

1. New Program-- BOS

2. New Course -- BOS 480

There was extensive discussion of this program. Questions



**NORTHERN
KENTUCKY
UNIVERSITY**

Office of the President
(606) 572-5123

MEMORANDUM

July 9, 1992

TO: J. Michael Thomson

FR: Leon E. Boothe

RE: Senate Recommendation on Senate Release Time Policy

After discussing this issue with the Provost, I accept the Senate's new policy on release or reassigned time for Senate officers with one small change. Given the level of activity of the various committees, I believe the release time for the Benefits Committee Chair should remain the same. Otherwise, the policy is acceptable. Therefore, the new policy would be:

- 3/4 time release for the President
- 1/2 time release for the Curriculum Chair
- 1/4 time release for Professional Concerns Chair
- 1/8 time release (old policy) for Benefits Chair
- 1/4 time release for Budget Chair

This change is acceptable because of the significant amount of time being devoted by the Faculty Senate Executive Committee to administrative matters and the success of our collegial governance policy. However, I have charged the Provost to work with you on specific position descriptions for the members of the Executive Committee. These descriptions should delineate the need for release time and how it will be used. This will be done on an annual basis. This release time will be reviewed annually by the Provost at the end of the academic year.

This is an important and positive change for the institution and I hope that we will continue to work with the strong sense of collegial governance we have enjoyed in the past few years.

c: David Jorns

Northern Kentucky University
Administrative Center 812
Telephone (606) 572-5360

Monday, September 26, 1994
File: rpt mod lttrs 092694

MEMO TO: Nancy Firak

FROM: Paul Gaston *Paul G.*

SUBJECT: Model Letters for the RPT Process

The framers of the Faculty Handbook did a good job. I was pleased to join in recommending its approval by the Board of Regents, and already I am finding it a more convenient and straightforward authority on faculty policies and procedures.

Under the terms of the handbook, one responsibility of my office is to implement and operate many of the processes it describes. As a part of this responsibility, my office provides model letters that correspond to the communications required within the Reappointment, Promotion, and Tenure process. The Faculty Handbook does not authorize the Provost to mandate letters, but I and my colleagues take seriously our responsibility to recommend models that will help the process to work well. These model letters are meant to capture both the letter and the spirit of the Faculty Handbook. They are meant to be informative and constructive without giving insult, without encouraging contentiousness, and without increasing anyone's exposure to legal liability.

If the Faculty Senate concludes that the model letters recommended this year are less than fully consistent with either the letter or the spirit of the Faculty Handbook, I am willing to confer with representatives of the Faculty Senate in an effort to develop for 1995-96 model letters that more faithfully embody faculty intent. Alternately, the Faculty Senate might propose an amendment to the Faculty Handbook that would make its expectations in this regard more explicit. I feel certain such an amendment would receive careful consideration. By either path, we may be able to develop guidelines that would provide for more detailed disclosure of the reasoning behind particular personnel decisions.

I look forward to working with you in this matter—and in the other matters that may arise during the year—to find solutions that reflect the best and most carefully considered judgments of the faculty governance process.

Faculty Senate

Northern Kentucky University

Highland Heights, KY 41099
(606) 572-6400

MEMORANDUM

TO: JIM THOMAS
FR: NANCY FIRAK
DA: SEPT. 1, 1994

RE: HANDBOOK REQUIREMENT FOR REASONS IN WRITING

COPY

I have done some research on the question you raised at the Faculty Senate meeting related to circumstances under which the Handbook requires the faculty to be given reasons in writing for personnel decisions.

The Handbook just adopted by the Board of Regents unambiguously requires reasons in writing to be given for all reappointment, promotion, and tenure decisions (whether the decision is positive or negative) as well as for any decision to issue a probationary contract with conditions to be removed. (Cross-reference Part One Sections V.C., VI.B., and VII.F. with Part One Section IV.C. and Part One Section II.F.)

Moreover, the language requiring reasons in writing for RPT decisions appeared long before reasons in writing were required for probationary contracts with conditions to be removed. Reasons in writing were required at least as early as 1992, when the Handbook was first passed by the Faculty Senate. In that version, there was no requirement for reasons in writing to be given in situations involving probationary contracts. This version of the Handbook was reviewed by the central administration for a whole year until it was finally returned to the Senate in the spring of 1993. It was apparently during the time that the Handbook was under review by the administration that the idea to require reasons in writing was extended to situations involving probationary contracts with conditions to be removed. During the last academic year, the sections at issue were read and edited by the Ad Hoc Joint Handbook Committee (which included members of the Provost's office and legal counsel) just as were all other sections of the Handbook. The language related to reasons in writing which appears in the Handbook adopted recently by the Board of Regents is exactly the same as the language which was in the Handbook approved by the Faculty Senate in its May 1994 meeting.

I have consulted with the Provost and others on this matter. There is no doubt that the Handbook as adopted by the Board of Regents will be followed in the upcoming RPT process.

Senators. copy of model
provided RPT₁
committees - NLF

Letter from Department Committee/Chairperson/Dean to faculty applicant if negative recommendation (including initial negative) originated there. Or use #7 for Non-Reappointment

Date

Dear _____:

I want to report to you on the status of your application for (tenure / promotion to _____, tenure and promotion to _____).

Following careful consideration of your complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) not recommended you for (tenure / promotion to _____, tenure and promotion to _____). While every recommendation represents deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects particular concern with your performance in the following area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service).

I encourage you to discuss this recommendation with (me) [if Chairperson of RPT Committee] the Chairperson or (name of designated person if letter is from Chair of RPT Committee and if the committee has designated a spokesperson other than or in addition to the Chair) designated spokesperson of your Reappointment, Promotion, and Tenure Committee, with the Chairperson of your Department and with the Dean of your College. It may also be helpful to discuss with them suggestions for developing your performance in the indicated area(s) [to satisfy the criteria set forth in the *Faculty Policies and Procedures Handbook*.]

In addition, you have the right to request a formal reconsideration pursuant to Section IV, C, 13 of the *Faculty Policies and Procedures Handbook*. (Initial level of decision only). Failure to exercise this right to formal reconsideration does not preclude the right to a later formal appeal as outlined in Section XIV, Grievances.

You are receiving this notification in accordance with Section IV Evaluation, C, 10 of the *Faculty Policies and Procedures Handbook*.

Sincerely,

R, P, & T Committee Chair

or

Department Chairperson

or

Dean

cc: R, P, & T Committee Members
Department Chairperson (if appropriate)

senators :
copy of model
provided RPT
committees
2
NLF

Continued Probation with Conditions to be Removed to the faculty applicant

Date

Dear _____:

I want to report to you on the status of your reappointment for academic year 1995-96. Your complete documentation has been carefully considered with respect to standards stated in the *Faculty Policies and Procedures Handbook*. Consistent with Section II., F. of the *Faculty Policies and Procedures Handbook* as approved by the Board of Regents in July, 1994, the Committee (I) has (have) recommended that you be reappointed on probation as an Assistant (Associate) Professor with the following "Condition to be Removed" in these (this) area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service) or appointment form clause.

A "Condition to be Removed" represents an area of concern that you should endeavor to address prior to any subsequent consideration for reappointment. While every recommendation represents careful deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects particular concern with your performance in the indicated area(s).

I take pleasure in congratulating you on this recommendation in favor of your reappointment. At the same time, I encourage you to review carefully the *Faculty Policies and Procedures Handbook*. You should give special attention to Section IV. B (Evaluation Criteria). As a tenure-track faculty member, you are responsible for knowing and endeavoring to address the stated criteria.

I encourage you to discuss this recommendation with (me) [if Chairperson of RPT Committee] the Chairperson or (name of designated person if letter is from Chair of RPT Committee and if the Committee has designated a spokesperson other than or in addition to the Chair) designated spokesperson of your Reappointment, Promotion, and Tenure Committee, with the Chairperson of your Department and with the Dean of your College, the particular concerns with your performance that have led to this recommendation. It may be helpful to discuss with them the possibility of developing a strategy to eliminate these areas of concern prior to your next application for reappointment. In addition, you have the right to request a formal reconsideration pursuant to Section IV, C 13 (Initial level of decision only).

Sincerely,

R, P, & T Committee Chair
or

Department Chairperson
or

Dean
or

Provost

cc: R, P, & T Committee
Department Chairperson (if appropriate)
Dean (if appropriate)

REVISED CALENDAR - 9/9/94
REAPPOINTMENT, PROMOTION, AND TENURE SCHEDULE
1994/95

Executive Committee
fly
8 model letters!
self

1994

Old Handbook Deadline	New Handbook Deadline	
September 1, 1994	September 1, 1994	Notification to Dean and Provost of Department RP&T Committee specifying Chair
September 9, 1994	September 9, 1994	Reappointment, promotion, and tenure meeting with Deans, Department Chairs, and Department RP&T Committees
September 16, 1994	September 16, 1994	Notification by faculty to Chair of RP&T Committee of intent to apply for promotion to full professor
September 23, 1994	September 23, 1994	Reappointment, promotion, and tenure materials due to RP&T Committee by candidates
October 10, 1994	October 7, 1994	Department RP&T Committee decisions due to Department Chair
October 24, 1994	October 21, 1994	Department Chair's decisions on reappointment, promotion, and tenure due to Dean
November 8, 1994	November 4, 1994	Dean's decisions on reappointment, promotion, and tenure due to Provost
December 1, 1994	November 18, 1994	Provost renders decisions on reappointment, promotion, and tenure to candidates
December 15, 1994	November 18, 1994	Last day for Provost to notify second year probationary faculty of termination

First Year Faculty Review Process

January 6, 1995	December 9, 1994	Call for reappointment, promotion, and tenure materials from first year faculty due to RP&T Committee
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1995

January 20, 1995	December 23, 1994	Reappointment, promotion, and tenure materials from first year faculty due to RP&T Committee
February 3, 1995	January 17, 1995	Department RP&T Committee decisions on first year faculty due to Department Chair
February 10, 1995	January 31, 1995	Department Chair's decisions on first year faculty due to Dean
February 17, 1995	February 14, 1995	Dean's decisions on first year faculty due to Provost
March 1, 1995	March 1, 1995	First year faculty notification deadline

Note: All decisions will become effective on the 1995/96 Appointment Form



FORMAT FOR SUBMISSION OF PROMOTION AND TENURE MATERIALS

1. A two- or three-ring binder or notebook.
2. Label on front identifying whose material (by name, department, and college). This label should also specify exactly what the candidate is seeking: early tenure, promotion to (specify rank), etc.
3. A table of contents and tab indexes which follow the table of contents categories.
4. Two copies of candidate's vita at the beginning of the file. (One copy will be retained by the Office of the Vice President for Academic Affairs.)
5. No envelopes of material.

If additional materials not included in the binder are available, please notify the Departmental Reappointment, Promotion and Tenure Committee. These materials may be requested for review at the discretion of the Committee, Department Chair, Dean or Provost.

Letter from Department Committee/Chairperson/Dean to faculty applicant if negative recommendation (including initial negative) originated there. Or use #7 for Non-Reappointment

Date _____

Dear _____:

I want to report to you on the status of your application for (tenure / promotion to _____, tenure and promotion to _____).

Following careful consideration of your complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) not recommended you for (tenure / promotion to _____, tenure and promotion to _____). While every recommendation represents deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects particular concern with your performance in the following area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service).

I encourage you to discuss this recommendation with (me) [if Chairperson of RPT Committee] the Chairperson or (name of designated person if letter is from Chair of RPT Committee and if the committee has designated a spokesperson other than or in addition to the Chair) designated spokesperson of your Reappointment, Promotion, and Tenure Committee, with the Chairperson of your Department and with the Dean of your College. It may also be helpful to discuss with them suggestions for developing your performance in the indicated area(s) [to satisfy the criteria set forth in the *Faculty Policies and Procedures Handbook*.]

In addition, you have the right to request a formal reconsideration pursuant to Section IV, C, 13 of the *Faculty Policies and Procedures Handbook*. (Initial level of decision only). Failure to exercise this right to formal reconsideration does not preclude the right to a later formal appeal as outlined in Section XIV, Grievances.

You are receiving this notification in accordance with Section IV Evaluation, C, 10 of the *Faculty Policies and Procedures Handbook*.

Sincerely,

R, P, & T Committee Chair

or

Department Chairperson

or

Dean

cc: R, P, & T Committee Members
Department Chairperson (if appropriate)

Continued Probation with Conditions to be Removed to the faculty applicant

Date _____

Dear _____:

I want to report to you on the status of your reappointment for academic year 1995-96. Your complete documentation has been carefully considered with respect to standards stated in the *Faculty Policies and Procedures Handbook*. Consistent with Section II., F. of the *Faculty Policies and Procedures Handbook* as approved by the Board of Regents in July, 1994, the Committee (I) has (have) recommended that you be reappointed on probation as an Assistant (Associate) Professor with the following "Condition to be Removed" in these (this) area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service) or appointment form clause.

A "Condition to be Removed" represents an area of concern that you should endeavor to address prior to any subsequent consideration for reappointment. While every recommendation represents careful deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects particular concern with your performance in the indicated area(s).

I take pleasure in congratulating you on this recommendation in favor of your reappointment. At the same time, I encourage you to review carefully the *Faculty Policies and Procedures Handbook*. You should give special attention to Section IV. B (Evaluation Criteria). As a tenure-track faculty member, you are responsible for knowing and endeavoring to address the stated criteria.

I encourage you to discuss this recommendation with (me) [if Chairperson of RPT Committee] the Chairperson or (name of designated person if letter is from Chair of RPT Committee and if the Committee has designated a spokesperson other than or in addition to the Chair) designated spokesperson of your Reappointment, Promotion, and Tenure Committee, with the Chairperson of your Department and with the Dean of your College, the particular concerns with your performance that have led to this recommendation. It may be helpful to discuss with them the possibility of developing a strategy to eliminate these areas of concern prior to your next application for reappointment. In addition, you have the right to request a formal reconsideration pursuant to Section IV, C 13 (Initial level of decision only).

Sincerely,

R, P, & T Committee Chair
or

Department Chairperson
or

Dean
or

Provost

cc: R, P, & T Committee
Department Chairperson (if appropriate)
Dean (if appropriate)

Letter from Department Committee/Chairperson/Dean to faculty applicant if positive recommendation originated there.

Date _____

Dear _____:

I am pleased to report to you on the status of your application for (tenure / promotion to _____, tenure and promotion to _____).

Following careful consideration of your complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) recommended you for (tenure / promotion to _____, tenure and promotion to _____). While every recommendation represents deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects in particular your commendable performance in the following area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service).

You are receiving this notification in accordance with Section IV Evaluation, C, 10 of the *Faculty Policies and Procedures Handbook*. While you can take satisfaction in this positive recommendation at this level, you should recognize that your application remains subject to [the consideration and recommendations of the (Department Chair and) Dean and Provost] approval by the Board of Regents.

Sincerely,

R, P, & T Committee Chair

or

Department Chairperson

or

Dean

cc: R, P, & T Committee Members
Department Chairperson (if appropriate)

Memorandum on Negative Recommendation to next level of review, if negative recommendation (including initial negative) originated there.

Date _____

To: _____

Fr: Reappointment, Promotion and Tenure Committee Chair, or
Department Chairperson, or
Dean of College

Re: _____ Name _____ - Negative Recommendation

I (We) want to report to you on the status of the application of
_____ Name _____ for (tenure / promotion to _____, tenure and
promotion to _____) for the 1995-96 academic year.

Following careful consideration of the complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) not recommended _____ Name _____ for (tenure / promotion to _____, tenure and promotion to _____). While every recommendation represents deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects particular concern with performance in the following area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service).

A separate letter stating all appeal or reconsideration information has been mailed to
_____ Name _____. We (I) are (am) available to discuss this
recommendation should you wish to do so.

cc: R, P, & T Committee Members
Department Chairperson (if appropriate)
Dean of College (if appropriate)
Faculty Member

Memorandum on Continued Probation with Conditions to be Removed to next level of review

Date

To:

Fr: Reappointment, Promotion and Tenure Committee Chair, or
Department Chairperson, or
Dean of College

Re: Name - Positive Recommendation -
Continued Probation with Conditions to be Removed

I (We) want to report to you on the status of the reappointment of
 Name for the academic year 1995-96.

Following careful consideration of the complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) recommended that Name be reappointed on probation as an Assistant (Associate) Professor with "Conditions to be Removed" in the following areas: (teaching effectiveness / scholarly and creative activity / institutional and public service) or appointment form clause.

A separate letter stating all appeal or reconsideration information has been mailed to Name . We (I) are (am) available to discuss this recommendation should you wish to do so.

cc: R, P, & T Committee
Department Chairperson (if appropriate)
Dean (if appropriate)
Faculty Member

Memorandum on Positive Recommendation to next level of review

Date

To:

Fr: Reappointment, Promotion and Tenure Committee Chair, or
Department Chairperson or
Dean of College

Re: _____ Name _____ - Positive Recommendation(s)

I (We) am (are) pleased to report to you on the status of the application of _____ Name _____ for (tenure / promotion to _____, tenure and promotion to _____).

Following careful consideration of the complete documentation with respect to standards stated in the *Faculty Policies and Procedures Handbook*, the Reappointment, Promotion and Tenure Committee (I) has (have) recommended _____ Name _____ for (tenure / promotion to _____, tenure and promotion to _____). While every recommendation represents deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook*, this action reflects in particular the candidates performance in the following area(s): (teaching effectiveness / scholarly and creative activity / institutional and public service).

A separate letter stating this recommendation has been mailed to _____ Name _____. We (I) are (am) available to discuss this recommendation should you wish to do so.

cc: R, P, & T Committee Members
Department Chairperson (if appropriate)
Dean of College (if appropriate)
Faculty Member

Letter from the Department Committee/Department Chair/Dean for Non-Reappointment to the faculty applicant

Date

Dear _____:

I want to report to you on the status of your application for reappointment for academic year 1995-96. The Reappointment Promotion and Tenure Committee (I) has (have) recommended that your reappointed as an Assistant (Associate) Professor for the 1995-96 academic year not be renewed. While every recommendation represents a deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook* this action reflects particular concern with performance in the following areas(s): (teaching effectiveness / scholarly and creative activity / institutional and public service) or appointment form clause.

I encourage you to discuss with (me) [if Chairperson of RPT Committee] the Chairperson or (name of designated person if letter is from Chair of RPT Committee and if the Committee has designated a spokesperson other than or in addition to the Chair) designated spokesperson of your Reappointment, Promotion, and Tenure Committee, with the Chairperson of your Department and with the Dean of your College, the particular concerns with your performance that have led to this recommendation.

In addition, you have the right to request a formal reconsideration pursuant to Section IV, C 13 (Initial level of decision only). Failure to exercise this right to formal reconsideration does not preclude the right to a later formal appeal as outlined in Section XIV, Grievances. You are receiving this notification in accordance with Section IV C F of the *Faculty Policies and Procedures Handbook*. A one-year terminal contract for the 1995-96 academic year will be issued to you (after two or more years of service at NKU).

Sincerely,

R, P, & T Committee Chair

or

Department Chairperson

or

Dean

cc: R, P, & T Committee
Department Chairperson (if appropriate)
Dean (if appropriate)

Memorandum on Recommendation for Non-Reappointment to next level of review

Date _____

To: _____

Fr: Reappointment Promotion and Tenure Committee or
Department Chairperson
Dean of the College

Re: _____ Name - Recommendation for Non-Reappointment

I (We) want to report to you on the status of the application of _____ Name for reappointment for academic year 1995-96. The Reappointment Promotion and Tenure Committee (I) has (have) recommended that reappointed as an Assistant (Associate) Professor for the 1995-96 academic year not be renewed. While every recommendation represents a deliberation in the light of all relevant standards stated in the *Faculty Policies and Procedures Handbook* this action reflects particular concern with performance in the following areas(s): (teaching effectiveness / scholarly and creative activity / institutional and public service) or appointment form clause.

A separate letter stating all appeal or reconsideration information has been mailed to _____ Name . We (I) are (am) available to discuss this recommendation should you wish to do so. We (I) recommend a one-year terminal contract for the 1995-96 academic year (after two or more years of service at NKU).

cc: R, P, & T Committee
Department Chairperson (if appropriate)
Dean (if appropriate)
Faculty Member

Faculty Senate

Northern Kentucky University

Highland Heights, KY 41099
(606) 572-6400

M E M O R A N D U M

TO: ALL FACULTY SENATORS
FR: NANCY FIRAK
DA: SEPT. 22, 1994

RE: PUBLIC HEARING: COUNCIL ON HIGHER EDUCATION

On Wednesday, September 28 at 6:00 p.m., the Council on Higher Education will hold an open forum in BEP 200 which will focus on two areas of critical interest to our University: the funding model and the strategic plan.

It is essential that officers and members of the Faculty Senate, as well as members of the general faculty, attend the hearing in a show of support for our University.

While the announced subjects of the forum may be outside the specific expertise of most faculty, we are all well informed of the impact of budget restraints on our ability to provide quality educational opportunity to our students, and we all have opinions about the role of higher education in the Commonwealth. This is a chance to show our pride in what we have done and to urge the Council to assure that NKU has the resources to continue make vital contributions to the academic and geographical communities in which we operate.

Please make every effort to attend the hearing, and please urge the members of your departments to attend as well. If you wish to speak at the Hearing, there will be a sign-up sheet: I believe people will be allowed to address the Council on Higher Education on a first come, first served basis.

*Oct. 20th
6:00*



**NORTHERN
KENTUCKY
UNIVERSITY**

Office of the President
(606) 572-5123

Office Of
Academic Affairs

SEP 21 1994

MEMORANDUM

TO: Selected Members of the University Community
DATE: September 21, 1994
RE: September 28 Public Forum on the Funding Model and Strategic Plan

On Wednesday, September 28, at 6 p.m., the Council on Higher Education will conduct an open forum on the Northern Kentucky University campus in the Business/Education/Psychology Center Room 200.

This forum provides an opportunity for members of our community to comment to the Council on Higher Education membership and staff on two very important aspects of higher education's future in Kentucky: the funding model and the strategic plan.

As Kentucky's only metropolitan university, Northern Kentucky University has a unique mission and delivers service to a diverse academic community. It is imperative that we articulate to the Council the impact that the University has in this region and in the state.

The following is a brief synopsis of the issues currently under discussion by work groups addressing the funding model and the strategic plan:

Strategic Planning: encompasses policy issues for the period 1996-2000. It is important that we articulate issues that are important to NKU during the balance of this decade. The refinement of University mission statements is part of the Council's strategic planning.

Accountability: The 1992 General Assembly passed SB 109 (KRS 164.095) which articulated a series of 14 quantitative and qualitative indicators. The baseline report was published in 1993. These educational outcome statements provide feedback on higher education's success in attaining success in student outcomes, instructional quality, campus efficiency.

Program Review: This ongoing assessment of the array of academic programs offered by institutions is designed to promote the improvement of academic quality and to insure the compatibility of programs offerings with regional needs and institutional

Nunn Drive
Highland Heights, Kentucky 41099-8002

Northern Kentucky University is an equal opportunity institution.

Members of the University Community
September 21, 1994
Page 2

mission. This review process should enhance employer satisfaction with graduates and should insure limitations on duplication of academic offerings.

Funding Model Development: This is one of the primary issues of discussion in the higher education setting. Historically, 1984-1992, higher education funding recommendations were based on a series of factors and was primarily an enrollment-driven formula. The Council on Higher Education, in response to statutory mandates, is currently providing leadership in the transition to a performance-based system of funding. The proposed funding model is anticipated to measure outcomes in the following areas: persistence of students, student outcomes, quality of instructional programs, quality of research/service programs, and campus management. For Northern Kentucky University, two issues are of primary concern: funding equity and the recognition and funding of unique mission components.

Advocacy: It is a critical issue that the Commonwealth has experienced budget reductions in 12 of the last 14 years. It is, moreover, extremely critical to the future of the Commonwealth that higher education was a full participant in these reductions. Higher education's share of the state general fund has declined from 20 percent in the 1970s to 14 percent in the 1990s. Some see the establishment of an outcome-based funding model as a tool to advocate the value of higher education in the Commonwealth. Serious questions need to be raised regarding the impact of higher education on the present and future economy of the Commonwealth, the responsiveness of the higher education system in meeting the present needs of Kentucky's population (nearly 70 percent of Kentucky adults have no college experience), and the individual impact of continued education in the economic status of an individual.

Delivery: This issue contains three separate topics: extended campus centers, distance learning and reciprocity. The extended campus concept provides for off-site instruction which has the potential to reduce the facility barriers created by enrollments which surpass construction/renovation on a campus. The distance learning issue is part of the technological expansion of higher education and provides an opportunity for new methods of service delivery. Rising issues include the Kentucky Telelinking Network and the development of regional networks. In a metropolitan area, this quickly may become the most substantial challenge facing NKU. The final component of this access issues is reciprocity. Reciprocity serves as a tool to open the doors of NKU to Ohio and Indiana residents wishing to access academic programs. More importantly, reciprocity is also a cost-effective means of making additional academic programs available to northern Kentuckians.

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Access: The role of higher education in the remediation of underprepared students continues to be a significant funding issue. Current unconditional admissions standards require completion of the pre-college curriculum and attainment of an acceptable demonstrated level of proficiency in math and English. With the shift from enrollment-driven funding to student outcomes funding, the open admissions/access tradition of Kentucky higher education comes into serious question. Coupled closely to decisions regarding access to higher education is the funding of other high school transition options: school to work. With a community college aspect of NKU's mission, the delivery of remediation and lower-division course work can be viewed as a distinctive offering of Northern Kentucky University.

KERA Support: The educational reform act for elementary and secondary is anticipated to have the following impact on higher education: student expectations will be different, admissions and placement policies must become outcome and performance based, and preparatory programs must prepare new teachers for the reformed educational environment. With the future demand for an educated workforce, the K-12 concept gives way to K-16 with a commitment to life-long learning.

Tuition Policy: By statute, the Council on Higher Education determines the level of tuition for admission to the public institutions of higher education. The current tuition policy was developed in 1981/82 with an emphasis on economic access. The question of reasonable economic access continually confronts higher education. In 1994/95, the decision was made to implement an annual review of the tuition policy with 1995/96 tuition rates to be set in November, 1994. Higher education in Kentucky is increasingly tuition reliant. In 1985/86, higher education's source of revenue was 21 percent tuition; in 1994/95 higher education's reliance on tuition as a percent of total revenue had increased to 31 percent.

Kentucky Plan: Northern Kentucky University is committed to an enhanced educational environment through the establishment of a culturally diverse workforce and student population. The University's progress toward pre-determined goals is an element in both degree program approvals and in performance funding measures.

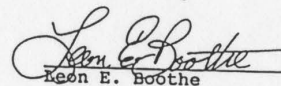
Capital Planning: The Commonwealth currently has over \$1 billion invested in higher education facilities. Over one-half of the space is 25 years or older. With the rapid growth and demand for higher education experienced by Northern Kentucky University, facilities expansion remains a critical issue. The 1995/96 performance funding model anticipates measures of both facilities maintenance and utilization. NKU consistently leads the state in

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facilities utilization. If system-wide deferred maintenance problems are not addressed, the Council's ability to recommend new facilities could be severely limited. NKU's Natural Sciences Building was the Council's number one new construction priority in 1994.

This is just a brief synopsis of some issues facing higher education in the Commonwealth. Your support of Northern Kentucky University, and your observations regarding the critical nature of any of these issues would be valuable testimony to be received by the Council on the 28th.

We look forward to seeing you next Wednesday.


Leon E. Boothe

cc: Members, Board of Regents
President's Staff