

# Faculty Report to the Radford University Board of Visitors

Laura J. Jacobsen, Faculty Senate President  
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## Internal Governance Reform

The Radford University IG Reform Taskforce includes the current Presidents of each of the Faculty, AP Faculty, and Staff Senates as well as at least two additional members of each constituency and a member of the Academic Affairs Leadership Team. Dr. Erin Webster-Garrett, last year's faculty intern in the Provost's office, chairs the taskforce. Our team continues to move forward in the IG reform process, and our consultant, Rodney Smolla, will provide updates and lead discussion on this topic at the BOV meeting. See [www.radford.edu/ig](http://www.radford.edu/ig) for more information or to review the consultant's report.

## Faculty Satisfaction

With support from the Provost, the Faculty Senate recommended participation in the faculty satisfaction survey administered by the Collaborative on Academic Careers in Higher Education (COACHE) at Harvard University. This survey instrument is "targeted to measure the tenure-stream faculty population's levels of engagement in the teaching, research, and service enterprise at their institutions, and to determine how supported and satisfied they are with the terms and conditions of their employment." COACHE institutional reports:

- provide internal and external benchmarks and data on actionable matters;
- present results in simple prose, as well as in tables and charts;
- are disaggregated by gender and rank, and academic area  
(Note: RU did not request by race/ethnicity)
- show statistical comparisons to national results and select peer groups; and
- include comments by faculty in response to open-ended questions.

Radford University's response rate was 64.20% on January 15, as compared to the national survey response rate of 54.94%. The anticipated survey reporting timeline will be provided by COACHE soon.

## Faculty Salaries

According to SCHEV (<http://www.schev.edu/SCHEV/AgendaBooks/2012Oct/AgendaBook1012.pdf>): Virginia state employees, including faculty, will have gone five years without a salary increase since the economic downturn of 2008. Although most states and all walks of life are experiencing the similar economic situation, the American Association of University Professors reports that faculty salaries have continued to increase moderately over these years. Thus, the gap to reach the 60<sup>th</sup> percentile of peers' salaries, the state's now-codified goal, has widened. The average teaching and research faculty salary at our four-year institutions ranked at the 31<sup>st</sup> percentile in FY2012.

SCHEV's most recent projection based on 2011 data had Radford University at the 21<sup>st</sup> percentile of our peer group in faculty salaries. In 2011-2012, RU's Office of Institutional Research, Reporting and Assessment was tasked with identifying the most egregious cases of faculty salary inequity. Given the staggering costs of addressing salary inequities, the focus turned to identifying faculty below the 10th percentile for their discipline and rank, using College and University Professional Association for Human Recourses (CUPA-HR) data. The study examined gender and ethnicity pay differences and cases of salary compression and inversion. A total of 193 faculty met at least one of the equity criteria, and salary

adjustments were made to address those most egregious inequities. Last year’s effort to begin addressing salary inequity represented a positive step for Radford University. Revised comparisons of our relative standing to peer institutions are not yet available, but despite significant and important gains, we remain far from the legislated 60<sup>th</sup> percentile target among peer institutions. For comparison purposes by faculty rank to other Virginia four-year public universities, see Table 1. For comparisons to national averages for master’s institutions that participated in the AAUP salary study, see Figure 1. The Faculty Senate Executive Council recommends to the administration and the Board of Visitors that faculty salary improvements be a top institutional priority. Competitive faculty salaries are essential to the recruitment and retention of the best faculty, and ultimately, to students’ opportunities to learn.

### Student-to-Faculty Ratio

Table 1 also shows student-to-faculty ratios at Virginia four-year public institutions from 2011-2012. Among these institutions, the only university with a higher ratio than RU’s current ratio of 19:1 is Old Dominion University. Improving RU’s student-to-faculty ratio is essential to improving the quality of students’ learning experiences and fulfilling the educational mission of the institution. This requires significantly increasing the number of full-time Teaching and Research Faculty. In particular, the Faculty Senate Executive Council recommends the University adopt a goal of having all departments at a faculty staffing level consistent with the Base Budget Adequacy Model within five years.

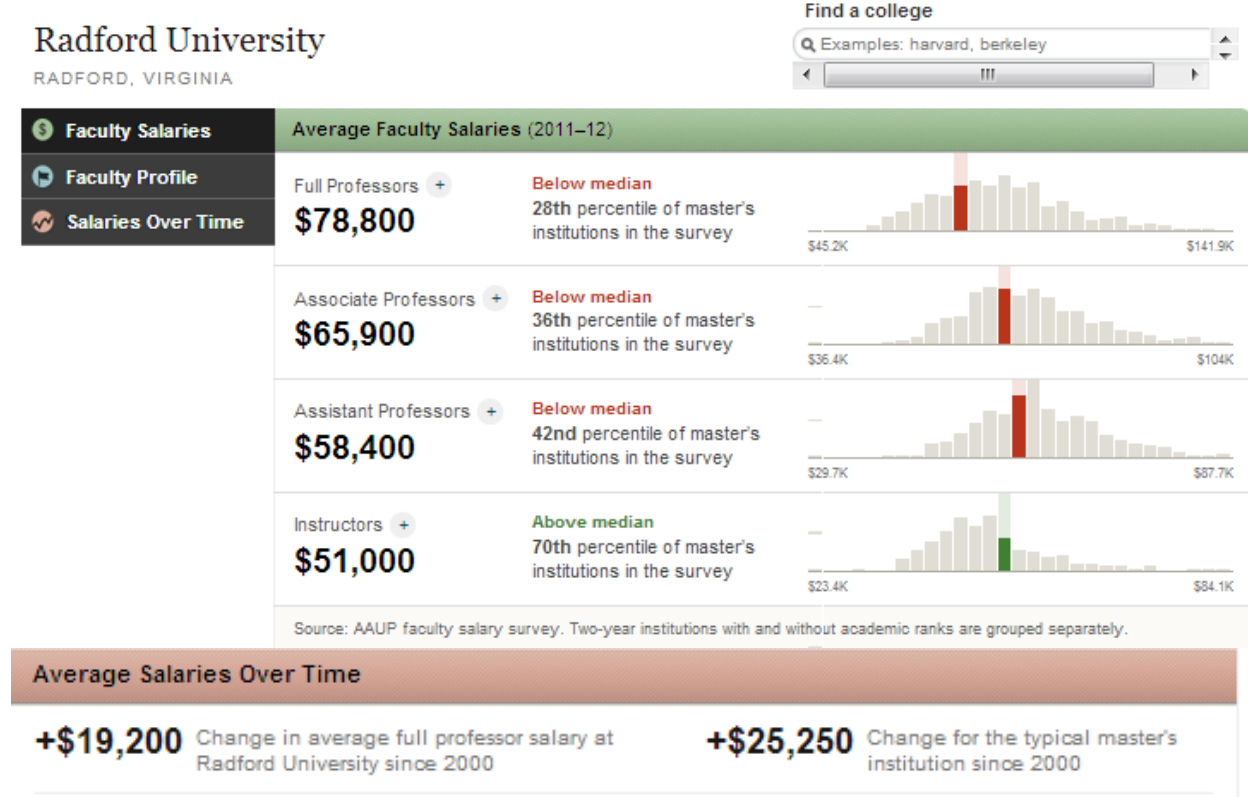
**Table 1: Average Faculty Salaries and Student-to-Faculty Ratio, 2011–12**

College	Full professors	Associate professors	Assistant professors	Instructors	Student-fac. ratio
University of Virginia	\$141,600	\$95,000	\$80,300	\$50,500	16 to 1
George Mason University	\$130,900	\$85,400	\$71,000	\$59,000	16 to 1
Virginia Tech	\$121,700	\$84,400	\$73,300	\$46,800	17 to 1
Virginia Commonwealth University	\$118,600	\$79,900	\$68,800	\$48,200	18 to 1
College of William and Mary	\$117,600	\$87,000	\$68,500	\$46,100	11 to 1
Old Dominion University	\$107,000	\$76,800	\$66,500	\$51,100	21 to 1
Christopher Newport University	\$95,800	\$72,000	\$59,000	\$49,900	17 to 1
James Madison University	\$87,400	\$66,500	\$60,400	\$51,000	16 to 1
Virginia Military Institute*	\$86,300	\$64,000	\$55,500	\$38,000	11 to 1
Norfolk State University*	\$84,200	\$70,500	\$58,600	\$52,400	19 to 1
University of Mary Washington	\$82,100	\$62,600	\$55,400	\$50,900	15 to 1
Virginia State University	\$81,100	\$65,700	\$64,000	\$46,600	16 to 1
Radford University (2012-2013)	\$78,800 (\$81,400)	\$65,900 (\$68,100)	\$58,400 (\$60,500)	\$51,000 (\$52,500)	18 to 1 (19 to 1)
Longwood University	\$77,300	\$61,400	\$55,100		18 to 1
University of Virginia’s College at Wise	\$76,500	\$61,300	\$56,800	\$44,000	15 to 1

Source: <http://chronicle.com/article/faculty-salaries-table-2012/131433>

\*Data for these institutions was not available on the Chronicle of Higher Education’s website and was obtained through public data sources released by the U.S. Department of Education, in order to include all Virginia four-year public institutions.

Figure 1: Faculty Salary Comparisons to National Averages



Source: <http://chronicle.com/article/faculty-salaries-data-2012/131431?id=233277>

### Core Curriculum

To improve alignment between learning outcomes and their interpretation by instructors, University Core A learning outcomes have been revised by the Core Director and Coordinators to be broader and more flexible, and rubrics have been developed to measure those new outcomes. Both the outcomes and the rubrics will be sent to Faculty Senate for approval this semester.

Another Core Curricular focus of the Faculty Senate this year has been University Core A staffing—particularly at the sophomore level in Core 201 and Core 202 which is taught overwhelmingly by adjuncts. A motion passed last spring (2012) by the Faculty Senate has resulted in planning by the Faculty Senate, the Core Director, the Vice Provost, and the Provost designed to seek some method of decreasing the percentage of adjunct-taught classes at the Core 201/Core 202 level that is both economically feasible and does not draw additional resources away from academic disciplines. A report from the university's administration on this issue is due to be delivered to the Faculty Senate this spring. This is likely to be a long, incremental, but worthwhile process.