

Criterion II

The institution has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.

Chapter 6: Human Resources

Introduction

Ball State University has effectively organized its human resources to fulfill its institutional purposes and has successfully addressed the following three concerns raised by the reaccreditation evaluators who visited the campus in 1993:

- The lack of university-wide, uniform promotion and tenure guidelines and their associated implementation may inhibit the development of the teacher–scholar model.
- The continued lack of competitiveness of faculty and staff salaries with peer institutions inhibits the recruitment and retention of quality personnel.
- The lack of staff and resources to more aggressively pursue the recruitment of underrepresented faculty and staff limits the university's ability to promote opportunity and diversity.

The organization of this chapter reflects the five groups of employees comprising human resources at Ball State: faculty, professional personnel, staff personnel, service personnel, and student employees. The university's human resources in all groups are sufficient to carry out its mission.

Faculty, Students, and Degree Programs That Support Institutional Purposes

Ball State has sufficient faculty and an appropriate body of students to accomplish its mission. The 2003–04 student-to-faculty ratio is 17:1, compared with 18.2:1 in 1992–93. The total on-campus enrollment for fall 2003 was 16,365 undergraduate students and 1,945 graduate students. The corresponding off-campus enrollment was 1,394 undergraduate students and 947 graduate students. Chapter 8 of this report provides a detailed enrollment history and further evidence of a student body appropriate for the university.

The Indiana Commission for Higher Education periodically reviews the university's program data to ensure there is sufficient enrollment in the programs offered and that graduation rates are acceptable. If the commission expresses concern about a program, the Office of the Provost, in consultation with the appropriate academic department, reviews the program and responds to the commission by providing a plan to increase enrollment in the program, arguing that the program is valuable despite low enrollment, or recommending that the program be dropped.

Faculty

Tenure-Line and Tenure-Track Faculty

Tenure-line faculty are regular full-time faculty members who are currently tenured or on the tenure track with academic year appointments. In fall 2003 Ball State employed 896 full-time faculty members, 659 of whom were tenure-line. Ninety percent of tenure-line faculty held earned doctoral or terminal degrees from accredited institutions, up from 76 percent in 1992–93. The fall 2003 profile of full-time faculty, which includes all tenure-line faculty, is available in Basic Institutional Data Form C (Appendix BID).

Recruitment: Tenure-line faculty vacancies are filled through a national search process. The Office of University Compliance reviews the job description and suggested advertisement to ensure the qualifications and language adhere to the principles of equal opportunity and affirmative action as well as all other applicable university policies and procedures.

Since the 1993 reaccreditation visit, Ball State has devoted more resources to the recruitment of underrepresented groups. Advertising for tenure-track vacancies targets appropriate national labor markets to ensure interested individuals have an opportunity to apply for positions for which they are qualified. Departments place ads in *The Chronicle of Higher Education*, in widely disseminated publications specific to their fields, and on discipline-specific Web sites. Many academic departments advertise vacancies in *Black Issues in Higher Education*, *Hispanic Outlook in Higher Education*, and other professional publications and Web sites targeted to women and minorities in higher education or other fields. Departments also are encouraged to recruit applicants for tenure-track vacancies by notifying colleagues in the field and sending the vacancy announcement to other institutions.

In addition to increasing the resources available for recruiting a diverse pool of applicants, Ball State has developed workshops to improve departments' search processes. Before a search is initiated to fill a tenure-line vacancy, the university's director of university compliance meets with the unit's search committee members to review permissible preemployment considerations, discriminatory hiring practices, the development of minimum and preferred qualifications, the request-to-fill and interview processes, the appropriate use of references, and methods of advertising to a diverse market. These workshops, combined with the institution's advertising practices, ensure aggressive recruitment of underrepresented faculty to promote opportunity and diversity.

GIR 9: It employs a faculty that has earned from accredited institutions the degrees appropriate to the level of instruction offered by the institution.

GIR 10: A sufficient number of faculty are full-time employees of the institution.

GIR 13: It has degree programs in operation, with students enrolled in them.



Ball State recently introduced two very successful initiatives in the area of faculty recruitment. One provides up to \$1,000 per new faculty member for relocation expenses. The other makes funds available to every department for tenure-line faculty start-up. These funds may be used to purchase computers and, in the case of the natural and physical sciences, for laboratory setup. Although the available funding is not always sufficient to cover start-up costs in some disciplines such as the sciences, a plan is under way to find ways to use faculty development support funds from endowed accounts to address this need more effectively.

Promotion and Tenure: Detailed information concerning policies and procedures pertaining to tenure, promotion, and salary decisions is available in the Faculty and Professional Personnel Handbook (Exhibit 34 in the resource room). Tenure-track faculty members are almost always hired with a seven-year probationary period. Only in unusual cases is a faculty member given years of credit toward tenure upon hiring, and only with the approval of the department promotion and tenure committee, department chairperson, dean, and provost. During each year of the probationary period, departments evaluate tenure-track faculty with respect to the stated mission of the university and the performance categories identified in the University Promotion and Tenure Document within the Faculty and Professional Personnel Handbook (Exhibit 34 in the resource room). The three categories are teaching; research, publication, creative endeavors, or other scholarly productivity; and service in a professional capacity. The department promotion and tenure committee, after consultation with the department chairperson, gives each tenure-track faculty member a written assessment of his or her work. This assessment includes an evaluation of strengths and weaknesses across the three categories.

The University Promotion and Tenure Committee is responsible for oversight of the promotion and tenure process and also hears appeals. As suggested by the 1993 evaluation team, the committee initiated a campuswide process to ensure all department promotion and tenure documents consistently and uniformly contain key components regarding the process, committee function and structure, and procedures. The committee disseminated a template for department and college promotion and tenure documents university-wide, and each unit revised its document in 2000–01 following the format and suggested content of the template. The result is that each tenure and/or promotion candidate and each department promotion and tenure committee member is assured of clear information regarding the process, procedures, and responsibilities within the tenure and promotion process.

The request to be considered for promotion begins at the department level. Faculty members determine when to pursue promotion and present their credentials according to

department- and college-prescribed criteria and formats. At any step in the process, the first committee or person not recommending a faculty member favorably for promotion must furnish the candidate with a written statement delineating his or her strengths and weaknesses in teaching; research, publication, creative endeavors, or other scholarly productivity; and service in a professional capacity. An appeals system is in place for faculty members receiving an adverse recommendation. These procedures ensure equitable implementation of university promotion and tenure guidelines across departments and colleges.

Salaries, Benefits, and Professional Development Opportunities: As stated in the Faculty and Professional Personnel Handbook, the purpose of the salary program is to "attract, retain, and reward faculty and other professional personnel who enable the university to attain its mission" (Exhibit 34, p. 139, in the resource room). Consistent with this statement, salary plans are intended to reward differences in performance and achievement as well as respond to varying market conditions for different disciplines.

During the past decade, Ball State has prioritized the need to offer competitive salaries to its faculty, thereby addressing a concern raised by the 1993 reaccreditation team. The university has made relatively more progress in raising faculty salaries than have other institutions within the state. Ball State's maintenance of effort in raising faculty salaries is depicted in Table 1.1 in Chapter 1 of this report, which provides comparative data for other Indiana institutions funded using the same legislative process as Ball State. These data demonstrate that despite an economic climate resulting in a decline in the portion of expenditures covered by state appropriations, Ball State has continued to configure its budget to increase base salaries. Table 1.2 in Chapter 1 reflects Ball State's maintenance of effort in comparison to universities in the Mid-American Conference (MAC). Again, the data reveal that relative to these institutions, Ball State has made more progress in addressing salary and compensation levels among faculty.

In past years, Ball State has relied on comparisons among institutions within the Mid-American Conference to assess its relative rank with respect to faculty salaries. In keeping with this practice, the university examined data from the 2002–03 salary study of 12 of the 14 MAC schools (the University of Buffalo and the University of Central Florida do not participate). In addition, Ball State expanded its approach to salary benchmarking to account for two additional factors. First, total compensation (salary plus benefits) was compared among the MAC institutions, and second, cost-of-living analyses were included in the comparisons. When MAC institutions are used as the comparison set and when benefits are not considered, Ball State ranks

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11th in terms of average salary. However, when the comparisons are adjusted for benefits and indexed against the cost of living, the university's rank improves at all levels (professor, associate professor, assistant professor, and instructor). Evidence supporting this conclusion is presented in Table 6.1 below.

Table 6.1: 2002-03 Faculty Average Compensation' and Cost of Living at MAC Institutions

			Average Compensation				Compensation Adjusted for Cost of Living				
University	City	Indexed to BSU	Full Professor	Associate Professor	Assistant Professor	Instructor	Full Professor	Associate Professor	Assistant Professor	Instructor	
Ball State- All Full-Time		1.00	\$95,800	\$77,500	\$61,600	\$46,800	\$95,800	\$77,500	\$61,600	\$46,800	
MAC Institutions											
Bowling Green State Univ.	Bowling Green, OH	1.17	\$98,440	\$78,314	\$63,085	\$43,501	\$84,260	\$67,033	\$53,998	\$37,235	
Central Michigan University	Mt. Pleasant	NA	\$93,836	\$75,191	\$61,087	\$43,360	-	-	-	-	
Eastern Michigan University	Ypsillanti, MI	1.39	\$92,688	\$73,522	\$64,031	\$59,068	\$66,841	\$53,020	\$46,176	\$42,597	
Kent State University	Kent, OH	1.19	\$107,546	\$80,768	\$65,576	\$56,135	\$90,322	\$67,833	\$55,074	\$47,145	
Marshall University	Huntington, WV	1.02	\$76,907	\$62,124	\$50,531	\$36,774	\$75,662	\$61,118	\$49,713	\$36,179	
Miami University	Oxford, OH	1.14	\$113,137	\$82,793	\$63,870	\$45,966	\$99,018	\$72,460	\$55,899	\$40,230	
Nothern Illinois University	DeKalb, IL	1.32	\$94,200	\$73,512	\$62,926	\$44,726	\$71,185	\$55,552	\$47,552	\$33,799	
Ohio University	Athens, OH	1.07	\$102,509	\$81,022	\$68,702	\$58,178	\$95,831	\$75,743	\$64,226	\$54,388	
University of Akron	Akron, OH	1.13	\$106,027	\$81,416	\$68,059	\$53,308	\$93,969	\$72,157	\$60,320	\$47,246	
University of Toledo	Toledo, OH	1.15	\$114,102	\$81,849	\$67,662	\$57,112	\$99,257	\$71,200	\$58,859	\$49,681	
Western Michigan University	Kalamazoo, MI	1.20	\$121,902	\$92,873	\$73,986	\$56,066	\$101,517	\$77,342	\$61,613	\$46,690	

¹Average Compensation is the sum of Average Salary and Average Benefit Bolded data indicate averages higher than BSU averages.

Source: AAUP Faculty Compensation Survey 2002-03, Sections I and II. MAC Schools.

Realtor.com Salary Calculator for owning a home - http://www.homestore.com/Move/Tools/SalaryCalc.asp?poe=homefair

Because the issue of faculty salaries is such a critical one at Ball State, the university conducted a second benchmarking study. The practice of using MAC institutions to judge the competitiveness of faculty salaries is somewhat problematic because the comparisons are based upon a single dimension of similarity—athletic conference membership—rather than the primary defining characteristics of the institution, as would be indicated by the American Association of University Professors (AAUP) or Carnegie classification. Other institutions also have recognized that benchmarking with respect to athletic conference may not provide accurate information about relative standing on many variables. Therefore, the university identified institutions from the AAUP and Carnegie classifications that were similar to Ball State in terms of size, type, history, and mission and that were located in various parts of the country in cities similar to Muncie. Furthermore, this study included institutions that met these criteria and that had an architecture program. Several of the institutions in this group have used Ball State as a peer institution for their own benchmarking, so the university felt confident that reasonable comparisons were being made.

Table 6.2 on the next page presents the results of these secondary analyses. As can be seen in the table, Ball State faculty salaries compare very favorably with those of the peer group, and this comparison favors Ball State even more when total compensation is calculated and when cost-of-living analyses are applied.

The faculty compensation analyses presented in Tables 6.1 and 6.2 were completed by Ball State's Office of Academic Assessment and Institutional Research using data obtained

Table 6.2: 2002-03 Faculty Average Compensation and Cost of Living at Ball State Peer Institutions

		ĺ	Average Compensation				Compensation Adjusted for Cost of Living				
University	City	Indexed to BSU	Full Professor	Associate Professor	Assistant Professor	Instructor	Full Professor	Associate Professor	Assistant Professor	Instructor	
Ball State- All Full-Time		1.00	\$95,800	\$77,500	\$61,600	\$46,800	\$95,800	\$77,500	\$61,600	\$46,800	
BSU Peers											
Illinois State University	Bloomington, IL	1.21	\$86,800	\$69,200	\$61,200	-	\$71,733	\$57,188	\$50,576	-	
Miami University	Oxford, OH	1.14	\$113,100	\$82,800	\$63,900	\$46,000	\$98,985	\$72,466	\$55,925	\$ 40,259	
Northern Arizona University	Flagstaff, AZ	1.47	\$88,600	\$70,200	\$58,800	\$43,000	\$60,368	\$47,831	\$40,064	\$ 29,298	
Ohio University	Athens, OH	1.07	\$102,500	\$81,000	\$68,700	-	\$95,822	\$75,723	\$64,224	-	
Univ. of Northern Colorado	Greeley, CO	1.30	\$81,900	\$64,600	\$55,000	\$39,900	\$62,798	\$49,533	\$42,172	\$ 30,594	
UNC Greensboro	Greensboro, NC	1.19	\$97,500	\$72,600	\$63,200	\$57,500	\$81,703	\$60,838	\$52,961	\$ 48,184	
Univ. of Southern Mississippi	Hattiesburg, MS	1.05	\$93,200	\$74,500	\$60,700	\$39,800	\$88,796	\$70,979	\$57,832	\$ 37,919	
Western Kentucky University	Bowling Green, KY	0.97	\$87,300	\$70,300	\$58,900	\$45,300	\$90,058	\$72,521	\$60,760	\$ 46,731	
Architecture Programs											
Kent State University	Kent, OH	1.19	\$107,500	\$80,800	\$65,600	-	\$90,284	\$67,860	\$55,094	-	
Louisiana Tech University	Ruston, LA	NA	\$85,600	\$73,000	\$63,900	\$38,400	-	-	-	-	
Mississippi State University	Starksville, MS	NA	\$88,500	\$72,000	\$60,200	\$45,300	-	-	-	-	
UNC Charlotte	Charlotte, NC	1.29	\$101,000	\$75,600	\$66,100	-	\$78,295	\$58,605	\$51,240	-	

Average Compensation is the sum of Average Salary and Average Salary and Averages higher than RSU averages

ource: The Annual Report on the Economic Status of the Profession 2002-03. Academe, March-April 2003. Realtor.com Salary Calculator for owning a home - http://www.homestore.com/Move/Tools/SalaryCalc.asp?poe=homefai

from the 2002–03 MAC Salary Study and the 2002–03 AAUP Faculty Compensation Survey. The cost-of-living adjustments shown in the tables employ salary calculations available through the Center for Mobility Resources, a service of the National Association of Realtors. The center's cost-of-living formulas are based on those adopted by the Bureau of Labor Statistics and incorporate five major categories: housing costs (33 percent), utilities (8 percent), consumables (16 percent), transportation (10 percent), and other services (33 percent). Information for the center's databases is provided by more than 2,000 associates representing real estate offices, relocation directors, chambers of commerce, and government agencies at the state, local, and national levels. The center updates its U.S. cost-of-living data quarterly.

Although the data presented in these two benchmarking studies and the data presented in Chapter 1 of this report suggest that Ball State has made progress in the area of faculty compensation, considerable room for improvement still exists, and the university is committed to further significant progress in this area. To this end, Ball State has a plan in place to continue its efforts to offer competitive salaries to faculty. A portion of the new revenue generated by the recent \$1,000 fee increase for new students will be devoted to faculty salaries. The institution's efforts over the past decade, its plan to continue these efforts, and the benchmarking data collected all suggest that Ball State is well equipped to attract and retain quality faculty as prescribed by its strategic plan and as recommended in the last reaccreditation report.

Each campus unit has an approved plan for providing annual incremental salary increases for faculty. Salary increment funds are distributed as follows: 85 percent of the total funding available is allocated to individual salary units; the remainder is distributed by the provost as necessary to meet competitive offers from other institutions, recognize differential merit, deal with changing market conditions for particular disciplines,

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compensate for initial salary inequities, and fund approved salary appeals.

Of the total funds received by the individual salary units, no less than 15 percent must be awarded as merit pay. Salary unit plans are designed according to the procedures outlined in the *Faculty and Professional Personnel Handbook*. College and departmental salary plans are available in Exhibit 20 in the resource room.

Retention: Strategies to increase faculty retention focus on two areas: new faculty experiences and ongoing faculty opportunities. In the first area, each college has a required mentoring program in which new faculty are assigned a faculty peer mentor to assist in the transition to Ball State. Mentors work with new faculty during their first year at the university, assisting with issues ranging from teaching to preparing promotion and tenure documents, depending on the needs and desires of the individual being mentored. In the second area, Ball State has a substantial pool of faculty development funding for which new and continuing faculty can apply. These faculty development programs are campuswide and provide all faculty members with unique opportunities to enhance their teaching and scholarship. Chapter 9 of this report provides more details concerning these opportunities.

Endowed Chairs and Distinguished Professorships

The appointee to an endowed chair is selected in accordance with the regular procedures of "unusual appointment" of faculty. The appointee also must be approved by a majority of the regular tenured faculty in the department that will be served. Ball State currently has three endowed chairs.

To merit appointment as a distinguished professor, an individual must demonstrate extraordinary accomplishments in the area of competence and be generally recognized by members of the represented discipline to be outstanding in teaching, writing, research, or meritorious achievement in appropriate fields of service. Recommendations for appointment are channeled through the department chairperson, college dean, provost, and president before submission to the Board of Trustees. The university currently has 16 distinguished professors.

Contract Faculty

Contract faculty are full-time and part-time faculty who serve in specific temporary assignments on a semester or academic one-, two-, or three-year contractual basis. Full-time contract faculty can be hired for academic one-, two-, or three-year appointments. Most part-time contract faculty members are employed by the semester. A profile of part-time contract faculty is provided in Basic Institutional Data Form C (Appendix BID).

In academic year 2003–04 Ball State employed 237 full-time contract faculty members, a figure that represented 26.5 percent of full-time faculty. Ninety-three, or 39 percent, of full-time contract faculty held earned terminal degrees. In 1992–93 Ball State employed 245 full-time contract faculty, with only 26 percent of those individuals holding terminal degrees.

In academic year 2002–03 the university also employed 373.9 FTE (full-time equivalent) part-time contract faculty. The university employed 219.3 FTE part-time contract faculty in 1992–93. Ball State's greater reliance on part-time contract faculty over the past 10 years has allowed opportunities for tenure-line faculty to have more time available for research. As Table 9.2 in Chapter 9 of this report demonstrates, the research time of tenure-track faculty for the university increased from approximately 14 percent in 1991–92 to approximately 18.7 percent in 2001–02 and 18.64 percent in 2002–03. Meanwhile, the percent load carried by contract full-time faculty changed very little during the past 10 years, as shown in Table 6.3 below.

Table 6.3: Faculty Percent Load by Position Status

	Academic Year							
Faculty Status	9	2-93	20	001-02	2002-03			
	Actual FTEs	Percent of Total	Actual FTEs	Percent of Total	Actual FTEs	Percent of Total		
Tenure Track	1409.79	65.2%	1307.991	60.4%	1333.895	58.7%		
Contract Full-Time	513.79	23.8%	504.311	23.3%	562.972	24.8%		
Part-Time	219.339	10.1%	345.339	16.0%	373.9	16.4%		
Total FTEs excluding GAs	2162.434	100.0%	2164.628	100.0%	2274.02	100.0%		

 $Source: \ \ \mathsf{FTE} \ \mathsf{by} \ \mathsf{Position} \ \mathsf{Function} \ \mathsf{and} \ \mathsf{Status} \ \mathsf{Reports}. \ \ \mathsf{Fall} \ \mathsf{and} \ \mathsf{Spring} \ \mathsf{semesters}, \ \mathsf{1992-93}, \ \mathsf{2001-02}, \ \mathsf{and} \ \mathsf{2002-03}. \ \ \mathsf{AAIR}$

Procedures for recruiting contract faculty vary from department to department, but typically they are hired after a local or regional search. A national search is instituted only if the department is attempting to fill several contract faculty positions at one time. The criteria for hiring contract faculty also vary among departments. In units that hire a large number of contract faculty, these faculty members usually are required to participate in some research and service activities in addition to their teaching responsibilities.

Contract faculty are not eligible for tenure and are not promoted through the academic ranks. Nevertheless, some opportunities for advancement are available. In recent years, a limited number of contract faculty have been appointed to tenure-track positions following national searches. Other contract faculty have successfully competed for internal professional personnel positions advertised by the university. These are usually 12-month positions carrying higher base salaries, and even though they are not tenure-line positions, they are perceived as providing more job security. More details are available in the *Faculty and Professional Personnel Handbook* (Exhibit 34, pp. 37–38 and 43, in the resource room).



To be retained, contract faculty must demonstrate satisfactory performance in their teaching. They also must have their classes evaluated according to department-established procedures that are consistent with college and university policies and procedures. Some departments also require contract faculty to submit an annual report.

Contract faculty, including part-time contract faculty in some departments, may be eligible for merit pay if it is available. Teaching that is above a satisfactory level is required for merit pay. Some departments also consider professional service and research in their merit pay decisions for contract faculty.

Adjunct and Visiting Faculty

Adjunct faculty members are individuals with significant professional expertise who enrich the university's academic programs and who, in most cases, serve without remuneration. Adjunct faculty must be approved by an academic department and recommended through the usual channels (dean, provost, president). In fall 2003, Ball State had 117 adjunct faculty. Visiting faculty are individuals who are temporarily employed by Ball State but who hold rank at another institution. Visiting faculty also must be approved by an academic department and recommended through the usual channels. In fall 2003, eight individuals carried the title of visiting professor or visiting scholar. Visiting faculty often bring to Ball State expertise and perspectives that otherwise are not represented at the university, benefiting both faculty and students. Visiting faculty often are present on campus as part of formal international exchanges that contribute to Ball State's international education efforts.

Professional Personnel

Ball State employs three types of professional personnel: continuing contract, contract, and regular professional personnel.

- Continuing Contract Professional Personnel: These employees hold full- or part-time positions for a nonspecified length of time and are not eligible for tenure. They perform important nonfaculty tasks that support the teaching, scholarly, creative, and service missions of the university. The appointment of a continuing contract professional is automatically renewed at the end of each academic or fiscal year unless that individual is notified to the contrary according to university procedures.
- Contract Professional Personnel: These full- or part-time employees are selected to serve in specified temporary assignments on a semester, academic year, or fiscal one-, two-, or three-year contractual basis. These professionals perform important nonfaculty tasks that support the teaching, scholarly, creative, and service missions of the university.

Regular Professional Personnel: These employees are appointed to serve in full-time professional assignments and are tenured or eligible for tenure upon the completion of all general requirements as stated in department, college, and university policies and in the letter of appointment. However, in 1981 the Board of Trustees approved a policy whereby all individuals hired after June 30, 1981, may gain tenure only if they hold rank in an academic department. Academic rank must be recommended by academic departments and subsequently approved by the appropriate schools, colleges, administrators, and the trustees. Regular professional personnel hold university tenure as opposed to academic tenure. Fewer than 30 employees remain in this category.

Ball State employed 678 full-time professional personnel in fall 2003. In 1992–93 the university employed only 430 full-time professional personnel. Much of the increase over this period can be attributed to the conversion of exempt staff positions to professional positions, as described in the next section. The number also rose because more grants are employing professional personnel as project directors. The 2003–04 profile of full-time professional personnel can be found in Exhibit 65 in the resource room.

The administrative areas of the university have adopted specific salary plans relevant to professional personnel (Exhibit 64 in the resource room). Recruitment processes for professional personnel are essentially the same as for tenure-track faculty.

Ball State offers a variety of professional development opportunities that increase skills, facilitate advancement, and assist in the retention of professional personnel. The Educational Assistance Program allows employees to enroll in graduate credit courses at Ball State at a reduced cost, while the Fee Remission Program allows enrollment for free undergraduate classes. A variety of workshops, seminars, and other noncredit courses are provided through the Office of Training and Development in University Human Resource Services. The Information Technology area via University Computing Services and University Libraries provides free instructor-led information technology training, Web tutorials, and self-directed learning materials for university employees. Finally, professional development funds within budget units are used to send employees to conferences, workshops, and other professional education.

Also important to the performance and retention of professional personnel are programs focusing on health and well-being. The Office of WorkLife Programs helps employees find a balance between their personal needs and their responsibility to the university, and the Fisher Institute for Wellness and Gerontology promotes and evaluates health and wellness for members of the university community.

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The average turnover rate of professional personnel from 1999 through 2002 was 14.8 percent. Because the university considers this to be a low rate for professional personnel, Ball State has not developed or implemented specific retention efforts or conducted exit interviews with professional personnel leaving the university.

Staff Personnel

The staff personnel classification consists of clerical, technical, and managerial positions. The majority of employees are regular full-time or temporary full-time. There were 741 full-time and 20 part-time employees in this classification in fall 2003. Among the full-time positions, 123 were designated exempt according to the provisions of the Fair Labor Standards Act. Exempt staff personnel are mostly first- and second-level supervisors. The number of exempt staff personnel is considerably lower than in 1993, largely because 130 of those positions have been converted to professional personnel since 1999.

Ball State uses a point-based evaluation system to assign a grade to each staff position on campus. Salaries are based on the job position, not the individual holding the position. The salary structure is adjusted each year based upon the recommendation of University Human Resource Services. The salary survey conducted for the university's 2003–04 salary increase plan provides information on the competitiveness of staff personnel salaries within the applicable local, state, and regional markets (Exhibit 85 in the resource room).

Staff personnel may advance through an upgrade of their position, by obtaining another position that is higher in salary grade, or through the conversion of their position to professional status. The latter process is limited to exempt full-time staff personnel who have at least a bachelor's degree.

Any staff employee who has been working in a position for at least six months who feels his or her responsibilities have changed significantly may request an audit of that position. A supervisor also may request such an audit. The results of the audit determine whether the position will be upgraded.

Service Personnel

Ball State has two categories of service personnel: bargaining unit employees, who are represented by the American Federation of State, County, and Municipal Employees (AFSCME); and non-bargaining unit employees, who are referred to as service personnel affiliated with staff personnel. Employees in the latter positions generally are work group leaders who oversee bargaining unit employees. Of the 551 service personnel employed by the university in fall 2003, 511 were in the bargaining unit and 245 of those belonged to

AFSCME. These numbers are not significantly different from figures for other years of the past decade. A profile of service personnel is provided in Exhibit 78 in the resource room.

While the laws of the state of Indiana do not specifically provide for collective bargaining for public-sector employees, Ball State's Board of Trustees unilaterally approved the Conditions of Cooperation between Ball State University and Employee Organizations in 1967 (Exhibit 22 in the resource room). The conditions of cooperation grant employees the right to associate, whether that association is known as a union or by some other name. The policy also grants employee associations the opportunity for a collective presentation of employees' employment interests if they so desire. The conditions of cooperation include a grievance procedure, seniority agreement, and overtime agreement.

Wage rates are not among the subjects to be discussed under the provisions of the conditions of cooperation. The Board of Trustees establishes the total amount of funds available annually for wage increases. However, the distribution of those funds among job classifications is included in discussions between representatives of the university and the bargaining unit. The 2003–04 salary guide for service personnel is available as Exhibit 68 in the resource room.

Service personnel may use the university's job-posting system to identify higher-paying positions for which they may wish to apply. Ball State also has a program designed to train employees for skilled-trades positions, and the university offers free tuition through the Fee Remission Program to all full-time employees who wish to enroll in undergraduate classes on campus.

Employee Benefits

Ball State offers its faculty and staff a wide range of employee benefits, which are described in detail in the *Ball State University Benefits Handbook* (Exhibit 16 in the resource room) and in employment services and employee benefits brochures for faculty, professional personnel, staff personnel, and service personnel (Exhibit 32 in the resource room). All employee groups report widespread satisfaction with the university's benefit offerings. The benefit plan helps the institution provide a more competitive compensation package for employees. Two significant aspects of this plan are powerful recruiting tools: Ball State pays 100 percent of the retirement benefit contribution for employees, and the university pays its share of health insurance premiums after retirement, currently 75 percent of the premium.



Student Employees

Ball State's Career Center administers the on-campus student employment program, including employment for students awarded Federal Work-Study and those involved in the Federal Work-Study Community Service Program. The Career Center coordinates all facets of on-campus student employment, including posting all vacancies, managing the application process, conducting eligibility and referral interviews, verifying work authorizations, processing payroll authorizations, and maintaining university records. More than 5,900 students are employed each year, together earning nearly \$6.5 million. A new variable wage structure implemented at the unit level allows wage levels to take into account factors such as specialized skills, longevity, and merit. This structure aids in recruiting and retaining student employees.

University-funded regular student employees fill both skilled and unskilled jobs in nearly every department on campus. Regular student employees work as clerical assistants, receptionists, tutors, computer assistants, recreation workers, newspaper staff, food service workers, and facilities and grounds helpers, as well as in various other types of jobs. They are limited to part-time work to allow them to pursue academic studies.

Guidelines governing regular student employment eligibility, rates of pay, and scheduling are available at www.bsu.edu/students/careers/students/studentemployment, as are guidelines for Federal Work-Study employees. The Career Center oversees efforts to develop off-campus community service positions in support of the university's requirement to spend 7 percent of its annual Federal Work-Study funds in community-based service work.

Students also are employed on campus as undergraduate interns, Honors College undergraduate fellows, resident assistants, and graduate assistants. In fiscal year 2002–03, there were 17 undergraduate interns, 42 Honors College undergraduate fellows, and 144 resident assistants. For information on graduate assistants, whose employment is not managed by the Career Center, see Chapter 7 of this report.

Evaluation with Respect to Criterion II

Institutional Strengths

A review of the human resources at Ball State demonstrates a body of employees sufficient to accomplish the university's mission, and there are significant strengths in every employee classification.

Since the 1993 self-study, the university has made important progress in integrating

the teacher–scholar model into its tenure and promotion decisions. As a result, continuity exists across the campus with respect to the criteria for promotion and tenure, yet flexibility is maintained because, to a large extent, departments have been permitted to make these criteria operational in light of their individual department missions.

In response to a concern raised by the 1993 evaluation team, the University Promotion and Tenure Committee took steps to ensure each department's promotion and tenure document consistently and uniformly contains key information regarding the process, committee function and structure, and procedures. This led to consistency and clear expectations across departmental boundaries and thereby advanced the development of the teacher–scholar model.

The quality of the faculty itself is a significant strength for the university. Since 1993, the number of faculty holding the appropriate terminal degree has increased 14 percent. This movement parallels the upward movement in the qualifications of students attending the institution, many of whom are attracted to Ball State's reputation for having high-quality faculty who provide personal attention to students. Faculty are pleased with the improved quality of the student body and with the university's continuous improvements in technology, numerous faculty development opportunities (including internal grant programs and grant-writing training), and excellent facilities in which to work.

With respect to faculty salaries, Ball State's maintenance of effort data and comparative data on total compensation indexed to local cost of living estimates demonstrate the university has made progress in addressing the goal of being able to attract the most qualified personnel. Furthermore, the university has a plan in place to continue to devote new resources to base salaries, and the means by which this plan will be funded has been approved by the Board of Trustees.

Since the last reaccreditation evaluation, three significant decisions have better enfranchised contract faculty within the structures of the university. First, in 1999 the Board of Trustees voted to allow a continuation of health care benefits for full-time contract faculty leaving the university with a minimum of 15 years of service and a minimum age of 50. This decision was a significant morale booster for experienced and dedicated contract faculty. Second, a university Contract Faculty Affairs Committee was constituted to review existing policies and procedures affecting contract faculty and to recommend changes in those policies and procedures where necessary. Finally, the university voted to allow contract faculty to hold seats in the University Senate and its councils and committees. Contract faculty also enjoy benefits such as offices with



upgraded technology and stipends to participate in professional development activities such as technology and environmental studies workshops.

Other strengths include competitive benefits packages; professional development opportunities for faculty members and professional, staff, and service personnel; and the excellent use of student employees managed by a strong, centralized office that coordinates all employment functions.

Concerns and Future Challenges

Although the university has made progress in the area of faculty salaries, Ball State will continue to be challenged by the need to compete effectively with its peers and to ensure it does not lose ground in this area. A related concern for faculty is salary compression. For example, there are instances in which newly hired faculty members are being paid significantly more than individuals with equal qualifications hired three or more years ago. Certainly fair and equitable salaries will continue to be a challenge as Ball State attempts to attract and retain highly qualified faculty. Like other institutions across the country, Ball State also will be challenged to hold the balance between tenure-line and contract faculty that it maintains today.

Inequity in faculty loading was a concern in the recent past. However, most colleges now have an assigned-time plan in which faculty who are productive scholars are given a one-course assigned load for scholarly and creative activities, indicating that colleges are actively addressing this concern.

Achieving a more diverse faculty is an ongoing challenge, and the university will need to continue to identify additional resources and effective strategies for attracting personnel who are members of underrepresented groups.

Contract faculty members are likely to press two issues in the immediate future. The first may be a request for a new employee classification that offers more job security to well-qualified, experienced contract faculty, perhaps a "continuing contract faculty" designation somewhat similar to that of continuing contract professional personnel. Second, contract faculty are likely to press for uniform voting privileges across the university, rather than allowing individual departments to decide whether to enfranchise them or not.