

MINUTES
Kansas State University Faculty Senate Meeting
December 14, 1999 3:30 p.m. Big 12 Room, K-State Union

Present: Baker, Bockus, Chenoweth, Clegg, Devault, Dodd, Fenwick, Finnegan, R. Flores, S. Flores, Foster, Frieman, Gatewood, Geiser, Glasgow, Gormely, Gray, Herald, Holden, Hosni, Johnson, Jurich, Keller, Koelliker, Lynch, McCulloh, Molt, Nafziger, Olsen, Ossar, Oukrop, Pence, Peterson, Rahman, Ransom, Rintoul, Salsberry, Schmidt, Selfridge, Sheu, Shultis, Simon, Simons, Verschelden, Weiss, Williams, Wissman, Youngman, Zabel, Zivanovic

Absent: Anderson, Donnelly, Exdell, Fenton, Fjell, Heinrich, Heublein, Higgins, Jones, Kassebaum, Kirkham, Klopfenstein, Liang, Lutz, McClaskey, Mortensen, Mosier, Ottenheimer, Quirin, Reeck, Takemoto, Taylor, White, Worcestor

Proxies: Boger, Canter, Fraser, Jardine, Legg, Martin, Stewart, Swanson

- I. President Buddy Gray called the meeting to order at 3:32 p.m.
- II. It was moved and seconded to approve the minutes of the November 9, 1999 meeting. Motion passed.
- IV. Announcements
 - A. Report on BOR Meeting and Leadership Meeting with Administration.

Gray reported that at both the November BOR meeting and last two meetings of Senate Leadership and Administration the number 1 issue has been university budgets and faculty salaries. The State Budget Director has recommended no salary raises and a 1% cut in funding for higher education, making this year's 1% rescission permanent. This issue will likely be the focus of the BOR meeting later this week.

Gray said that President Wefald has responded with great energy. He has sent letters to all Kansas newspapers, and there has been considerable, positive editorial response. Wefald has pointed out how much K-State and other BOR institutions contribute to the state and emphasized that there is no economic crisis in Kansas. Rather, the revenue shortfall is a result of the Legislature's decisions to dramatically cut taxes in the past three years. Wefald also has appealed directly to Governor Graves to restore the funding promised last spring in Senate Bill 345 which reorganized the BOR. The Council of Faculty Senate Presidents has also expressed its concern about this issue to the governor and members of the legislature. KSU Faculty Senate's resolution on this topic has been sent to all Kansas legislators.

Gray believes that there will be discussion at the BOR meeting of additional tuition increases for next year. The expressed rationale is that tuitions are relatively low in Kansas, and there are those who say that the universities must do their part to help remedy the budget situation. He expressed his hope that the governor will "restore" some of SB 345 funding, but doubts that we will receive the 8.5% increases requested by the Regents.

Senator Rahman commented that the possible permanent rescission is disturbing and fits with past unfulfilled funding promises. She urged that we keep pressing for the full amount that was promised. Gray said he would press on and the campus leadership will ask what will happen if there is inadequate funding.

Senator Jurich asked that Senate formulate priorities should funding not be forthcoming. Gray said the Executive Committee will discuss this on Monday.

Gray also reported that the first phase of the Salary Equity Study has been completed and sent to the BOR. The regression analysis indicates that women faculty salaries are statistically significantly lower than those of male faculty. The administration has said they will rectify the situation. The second and third phases will be qualitative analyses and individual case studies.

Gray reported that the Intellectual Property Task Force has completed its work and submitted its report. He has forwarded the report to Faculty Affairs and the Technology Committee. Gray will ask Marty Ottenheimer to report on this at the January meeting.

A task force to do long range planning for summer school funding and salaries is being formed. The ultimate goal is to have summer considered a third semester, funded on the same basis as other instruction.

B. Report on Collective Bargaining.

Two representatives of Ft. Hays State University's AAUP (Michael Kallam and Dale McNemey) discussed their experiences organizing a faculty bargaining unit this year. About 30 people attended the two sessions. There were mixed reactions, but Gray believed most felt it they provided useful information. In addition, Mark Bannister, a FHSU department chair, discussed his perspective opposing collective bargaining with Gray and Senators Ransom and Zabel. Gray is proposing to invite George Lord, a department head from PSU, to share his views of the negative effects of collective bargaining at that university, if Executive Committee agrees.

C. Student Government Issues - No report.

IV. Reports of Standing Committees

A. Academic Affairs Committee - John Selfridge

1. Course and Curriculum Changes

a. Undergraduate Education

1. Selfridge moved approval of undergraduate course & curriculum changes approved by the College of Arts & Sciences October 7, 1999 with amendments attached. (Attachment 1). Motion passed.
2. Selfridge moved approval of undergraduate course & curriculum changes approved by the College of Agriculture October 22, 1999 with amendments attached. (Attachment 2). Motion passed.
3. Selfridge moved approval of undergraduate course & curriculum changes approved by the College of Arts & Sciences November 4, 1999.

Courses Change:

ART 235 Printmaking I
BIOL 541 Cell Biology
BIOL 545 Human Parasitology
HIST 582 Modern Eastern Europe to
HIST 582 Eastern Europe Since 1914
HIST 591 History of Russia to 1801 to
HIST 591 The Russian Empire
HIST 592 Grandeur and Decline of Imperial Russia to HIST 592.
Twentieth-Century Russia

Add new:

ART 298 Concentration Admission Procedure
BIOL 450 Modern Genetics
ANTH 503 Archaeological Fact or Fiction
HIST 507 China Since 1644

Drop:

BIOL 430 Population Biology
BIOL 540 Molecular Biology
HIST 564 The Russian Revolution and the Soviet System

Curriculum Changes:

Biology degree: Block B, and Block C
Fisheries and wildlife biology: Block B
Microbiology degree: Block B

b. General Education

Selfridge moved approval of the course for general education approved by the General Education Implementation Task Force October 7, 1999.

GRMN 503 German in Translation.

Motion passed.

c. Graduate Education

Selfridge moved approval of Graduate Course & Curriculum Changes approved by Graduate Council October 5, 1999.

Changes:

ANTH 680 Survey of Forensic Sciences
ANTH 691 Primatology
BIOL 696 Fisheries Management
ECON 710 History of Economic Thought
HORT 880 Topics in Horticulture
MC 730 Seminar in Issues of the Media

Add new:

ART 631 Contemporary Media Seminar
BIOCH 907 Advanced Topics in Insect Biochemistry
BIOL 682 Fish Ecology
CHM 940 Chemical Microscopy

Drop:

BIOL 680 Aquaculture
MC 700 Propaganda and Mass Communications

Motion passed.

2. Graduation Lists - Selfridge moved approval of additions to the Graduation Lists.

May 1999

S. R. Gehle, Bachelor of Architecture

August 1999

Karah J. Ungeheuer, BS-Human Ecology

Motion passed.

B. Faculty Affairs - Brad Fenwick

1. Ombudspersons - Section C amendments Attachment 3

Fenwick explained the rationale for separating and revising the Ombudspersons' role and procedures and those of the General Faculty Grievance Board in the Faculty Handbook. He moved approval of Sections C190 - C194. He pointed out the increase from 2 to 3 Ombudspersons, the extension of term of service from 2 to 3 years, and the stringent restrictions on reappointment to second terms. Fenwick also referred to sections on functions and responsibilities. He pointed out that Ombudspersons are not mediators, and that FA is currently examining formal procedures for providing third-party mediation in disputes.

Senator Baker asked about the legal standing of assurances of confidentiality in the procedures and whether the university is committed to defending Ombudspersons should they be called to testify in court.

Senator Jurich pointed out that according to the state's rules regarding "privileged communication", an Ombudsperson could refer to the policy stated in the Handbook. However, a judge could nevertheless compel that person to testify.

Motion passed.

2. Fenwick moved approval of revisions to Appendix G of the Faculty Handbook dealing with the General Faculty Grievance Board (Attachment 4)

In addition to moving the Ombudsperson procedures to Section C and renumbering Section G, the major changes are increasing the number of members of the GFGB Board from 30 to 45 and increasing the minimum representation of women from 3 to 8 and of minorities from 3 to 5. In addition, service by a GFGB member on a grievance hearing can be refused only under exceptional circumstances.

Senator Verschelden moved to amend the motion with the following substitute wording (in boldface) in Section C. Composition: "The GFGB shall be composed of 45 tenured faculty members on full-time appointment, including a minimum (*of three women and three minorities - omit*) **representation of women and minorities in equal proportion to their numbers in the eligible faculty pool, or eight women and five minorities, whichever is greater.** One member shall be the chairperson." Senator Wissman seconded the amendment.

Senator Ossar asked about the definition of "minorities". Senators Rahman, Jurich, and Verschelden suggested various definitions, and Senator McCulloh noted that use of the term "minority" is not a change from the existing GFGB and suggested that Senate vote on the changes and have Faculty Affairs look into the definition of minorities.

Senators Keller and Frieman asked for clarification on the conditions for refusing service on the GFGB. Fenwick said that 45 tenured faculty are randomly selected and then, if selected for service on a hearing panel, they will be expected to serve. Senator Baker expressed concern that every hearing might have different standards apply due to the different make-up of hearing panels.

Motion passed.

3. Gray asked to delay the Salary and Fringe Benefits Report until Senator Johnson arrived.

- C. FSCOUP - Senator Verschelden updated Senate on parking issues. It appears that two decisions have been made: there is no plan to build a parking garage or a new parking lot east of the Vet Med complex. Students are proposing a plan to use the east Bramlage lot and a shuttle bus system to campus locations and nearby apartment complexes. The Circulation, Parking and Transportation Subcommittee, chaired by Darwin Abbott, and the Open Space and Land Use Subcommittee, chaired by Loren Clement, and Vice President Rawson are continuing to examine the parking situation.

Verschelden is hopeful for a transportation system developed in conjunction with the city. Fenwick said it seems the university is waiting for the city to do something and the city is waiting for the university to do something about parking and transportation. Rahman suggested that FS Executive Committee attempt to hear from city and university representatives about their plans at the same time. Senator Glasgow commented that Manhattan once had a public transportation plan, it failed, and conditions have not changed. Senator Pence asked about how parking and shuttles might be paid for. Verschelden said there is talk of raising parking fees, perhaps doubling them. Ossar, Jurich, and Keller shared insights about how revenue might be raised. Verschelden urged Senators to communicate their concerns and suggestions to the above committees and to FSCOUP.

Verschelden reported that Vision 20/20 is still alive and is annually reviewed by the Office of Planning and Analysis. Gray pointed out that there has been no formal input from Faculty Senate and that he has asked Administration to include Senate in the annual updates.

- D. Report on Salary and Fringe Benefits Subcommittee of Faculty Affairs - John Johnson (Chair) distributed copies of the Annual Report. He thanked the committee members who worked on it all fall. As in the past, KSU salaries rank last among peer institutions, 12th in the Big 12, and 42nd of 46 NASULGC institutions. The average salary gap between KSU and peer group salaries has increased from -2.3% (\$697) in 1984-85 to -21.7% (\$10,983) in 1998-99. If the trend continues, in five years KSU salaries will be about 25% (\$14,500) below peers. Johnson called attention to the results of a survey of department heads about the impact of low salaries. Some findings are that KSU must pay more for less qualified faculty and spend time and money recruiting new faculty. Many top faculty train at K-State and then move.

Senator Rahman encouraged Senators to share a summary table (Attachment 5) with colleagues. She moved that Gray communicate the report to the Board of Regents. Jurich seconded. Motion passed.

Gray thanked Johnson and the committee for its hard work. He said it may seem like a thankless task, but it is important. He will take it to the meeting of Faculty Senate Presidents and to the BOR, and he asked for advice on strategy. Jurich suggested making a compelling case for K-State individually, because the salary situation may not be the same at other Regents institutions.

Gray will inform all faculty that the complete report will be available on the Senate Home Page.

Johnson observed that our peer universities seem to work much better with their outside constituencies, that our Legislature seems satisfied with current funding, and we may need to adopt different strategies. Senator Baker suggested the need for political interventions and working with students, parents, and alumni to influence the Legislature.

Senator Nafziger expressed concern about the strategy of cutting positions and using saved money to raise salaries. The Legislature might see that as a reason to make further cuts.

Johnson suggested doing a better job showing Kansans what we do for the state and believes that the K-State web site would be a good place to begin.

Jurich said legislators are likely to point out that Kansas ranks about 22nd among states in per capita spending on higher education. Koelliker pointed out that Kansas also ranks about number 2 among states in residents' use of public higher education. He also asserted that Kansas has dedicated large amounts to building a highway infrastructure, but the pay-off to the state for higher education is higher than for roads.

- V. Old Business - None
- VI. New Business - None
- VII. For the Good of the University - None
- VIII. Keller moved, Frieman seconded, the meeting adjourn. Meeting adjourned at 5:10 pm.

Attachment 1

Course and Curriculum Changes

A. Undergraduate Education

1. Approve undergraduate course & curriculum changes approved by the College of Arts & Sciences 7 October 1999 with edited changes from Department of Philosophy (changed titles and text as shown):

Courses

Change:

MC 430. Photography I to MC 430. Digital Photography for Mass Media
PHILO 105. Introduction to Critical Thinking
PHILO 110. Introduction to Formal Logic
PHILO 115. Introduction to Philosophy of Religion. (3) I,II. Arguments pertaining to the existence of a monotheistic god, the nature of religious experience, the problem of evil, the proper relation between reason and faith, and religious diversity.
PHILO 120. Introduction to the Philosophy of Art and Literature to PHILO 120. Introduction to Philosophy of Art
PHILO 130. Introduction to Ethics to PHILO 130. Introduction to Moral Philosophy
PHILO 135. Introduction to Social and Political Philosophy
PHILO 140. Introduction to Philosophy of Mind
PHILO 145. Introduction to Philosophical Classics to PHILO 145. Historical Introduction to Philosophy
PHILO 150. Introduction to the Philosophy of Feminism to PHILO 150. Introduction to Philosophy of Feminism
PHILO 215. Honors Introduction to Philosophy
PHILO 220. Symbolic Logic I to PHILO 320. Symbolic Logic I
PHILO 300. History of Ancient Philosophy
PHILO 305. Philosophical Topics and Methods to PHILO 305. Philosophical Methods and Perspectives
PHILO 310. History of Modern Philosophy
PHILO 365. Medical Ethics
PHILO 525. Social-Political Philosophy
PHILO 535. Philosophy of Law
PHILO 545. Philosophy of Economics
PHILO 550. Philosophy of Social Sciences
PHILO 555 Ethical Theories to PHILO. 330. Ethical Theories
PHILO 595. Environmental Ethics
SPCH 326. Small Group Discussion Methods
SPCH 525. Argumentation Theory

Add new:

English 435. Linguistics for Teachers of English
PHILO 160. Introduction to Philosophy of Law
PHILO 230 Honors Introduction to Moral Philosophy
PHILO 340. Theories of Knowledge and Reality
PHILO 360. Topics in Continental Philosophy
PHILO 585. History of Ethics
PHILO 590. Topics in Philosophy

Drop

PHILO 397. Experimental Studies in Philosophy
PHILO 560. Philosophy of Feminism
PHILO 575. Philosophy in Literature
PHILO 580. Existentialism

Curriculum

Changes:

Majors and Degrees (selected list):

Pre-dentistry
Pre-medicine
Life Sciences
Pre-law
Philosophy (core)
Philosophy (traditional option)
Philosophy (philosophy/pre-business)
Philosophy (philosophy/pre-ministry)
Philosophy (interdisciplinary option)

Add new:

Philosophy (Pre-graduate school option, B.A. only)

Change:

English (literature, writing)
Philosophy

Attachment 2

Course and Curriculum Changes

A. Undergraduate Education

1. Approve undergraduate course & curriculum changes approved by the College of Agriculture by 22 October 1999 with edited changes:

Courses

Change:

ATM 335. Production Machinery Systems Lab
ATM 571. Functional Components of Machines
ASI 300. The Horse as a Window to the World
ASI 361. Meat Processing to ASI 361. Conversion of Food Animals to Carcasses
ASI 395. Classification, Grading, and Selection of Meats to ASI 395. Meat Grading, Specifications, and Evaluation
ASI 422. Livestock Sales Management

Add new:

ATM 500. Agricultural Chemical Application Systems
AGRON 320. Seed Technology
ASI 304. Companion Animal Management
 ASI 326. Advanced Horse Evaluation. (2) I. In-depth study of horse conformation and performance horse evaluation. Theories from various equine disciplines are covered with emphasis placed on interpreting horse industry standards, and abilities to communicate those ideals effectively. One hour lec. and three hours lab a week. Pr.: ASI 325.
GENAG 450. Leadership and Ethics in Agriculture
RRES 590. Park Operations and Facilities Management to RRES 590. Park and Facility Maintenance

Drop:

ATM 360. Energy and Power in Biological Systems
ATM 520. Food Manufacturing Laboratory

Curriculum

Changes:

Agriculture Education
**Agricultural Journalism to Agriculture Communications and Journalism
Agricultural Technology Management
**Food Science and Industry (B.S. options: science, food business and operations management)
Milling Science and Management
Feed Science and Management
Horticulture-Golf Course Management Option
Recreation and Park Administration
Park Management & Conservation-Park Manager Option

ATTACHMENT 3

ADMINISTRATIVE APPEALS

C190 Before making an administrative appeal, the faculty member or unclassified employee is encouraged to contact an Ombudsperson (see C192-194).

For a complaint regarding tenure, the faculty member shall follow the procedures in sections C114.2-114.3 of the Faculty Handbook. For a complaint regarding promotion, the faculty member shall follow the procedures in sections C154.2-154.3 of the Faculty Handbook. For other complaints, the faculty member or unclassified employee shall present the complaint in writing to the appropriate administrator, such as the Dean, Provost (e.g. for a complaint against a dean or regarding reappointment of a tenure-track faculty member), or Vice President. At that point, the administrator will investigate and arrange a meeting with the complainant to discuss and attempt to resolve the complaint. An ombudsperson will be included in the meeting at the request of the complainant. Within fourteen calendar days after the meeting, the administrator will provide the faculty member or unclassified employee with a written response.

GRIEVANCE RESOLUTION

~~C190~~ **C191** In the event that **unresolvable** disagreements arise (salary, promotion, tenure, or other employment conditions) between unclassified persons and their immediate or higher level supervisors, a process for registering and hearing grievances is found in Appendix G. All efforts should be made by the aggrieved person and the person's immediate, or one-level higher, supervisor to resolve the issue prior to a grievance being formally filed. An ombudsperson will be available for advice **and** counseling during this phase of the issue resolution.

OMBUDSPERSON

C192 Appointment and Term

On the recommendation of the Faculty Senate President, the Faculty Senate Executive Committee shall appoint, **three** ombudspersons. Candidates for the ombudsperson shall have service qualifications that demonstrate knowledge of University structure and operations, such as service on Faculty Senate or the General Faculty Grievance Board. Candidates shall have attained tenure in his/her respective department. Department heads, deans, directors, and others in positions of line authority **shall not be appointed. The ombudspersons should not serve in additional roles within the University that would compromise their ability to be perceived as unbiased.**

Each ombudsperson shall serve a **three-year** term, which shall begin the first day of each fall semester, and shall be listed as Ombudsperson in the annual list of all-University appointments and the Campus Directory. **Reappointment to a second consecutive term should take place only in exceptional circumstances, the basis of which will be explained by the Faculty Senate President to the Faculty Senate prior to the appointment.** Terms of the ombudspersons will be staggered. **Ombudspersons who are unable or unwilling to adhere to C194 are subject to immediate replacement at the discretion of the Faculty Senate Executive Committee. If for any reason an ombudsperson cannot complete a term, the term of the replacement will be for the balance of the original term.**

C193 Recognition and Training

Service as ombudsperson shall be **given appropriate** considered as part of the ombudsperson's ~~faculty~~ responsibility during the term of appointment; the department head or functional equivalent shall insure that service as ombudsperson shall be given consideration in decisions affecting teaching and department assignments, salary, and promotion. **The ombudsperson shall receive released time or be compensated in some other fashion. It is expected that early in the term of an ombudsperson's appointment, opportunities will be provided by the University for the ombudsperson to receive supplemental training that may enhance his or her ability to successfully carry out the functions and responsibilities of being an ombudsperson. Beyond conferring with current and former ombudspersons, such training shall include attending seminars, workshops, and meetings. The University will pay for the costs involved with the ombudsperson belonging to The Ombudsman Association or an equivalent organization, during the ombudsperson's term.**

C194 Functions and Responsibilities

The ombudsperson's role is to facilitate a confidential, unbiased, and informal process to resolve concerns and disputes that arise within the University. The ombudsperson is an information, communication, and referral resource available to the faculty and unclassified staff, who seek service on a voluntary basis.

With exception(s) as specified in the Faculty Handbook, the University recognizes and the ombudsperson will follow the principles developed by the University and College Ombuds Association as well as the Code of Ethics ©1985 and the Standards of Practice ©1995 of the Ombudsman Association. (<http://web.mit.edu/negotiation/toa/TOAintro.html>)

Ombudspersons are not mediators, arbitrators, or advocates for any person or position. They are advocates for fair processes and their fair administration. While individuals are responsible for choosing a particular resolution, the ombudsperson may help develop options to resolve problems and/or facilitate discussion designed to identify agreeable options to resolve a dispute. Ombudspersons will exercise the responsibilities of their position with objectivity and impartiality, and will consider the concerns of all parties involved in a dispute. All communications with the ombudsperson(s) are confidential and they will not be expected to testify in any formal process inside or outside the University.

The ombudsperson who shall have the duties of (1) providing information about the grievance process and (2) guiding a grievant through the initial stages of a the grievance process. If requested by the grievant, the ombudsperson may also contact the administrator(s) involved to seek a resolution of the matter before a formal grievance hearing begins. The ombudsperson shall have access to anyone in the University, including the President.

ATTACHMENT 4

Faculty Handbook, Appendix G: General Faculty Grievance Board

General Faculty Grievance Board
(FSM 9-8-81, 2-16-88, 9-10-91, 1-21-92, 12-14-99)

A. Function

The General Faculty Grievance Board (hereafter referred to as the GFGB) is established by, and responsible to, the Executive Committee of Faculty Senate to provide peer review of grievances of members of the faculty of Kansas State University. The GFGB shall also hear appeals concerning action by the University in relation to violations of the Policy on Integrity in Research and Scholarly Activity and other such matters as the Faculty Senate shall provide, including discrimination based on race, color, sex, sexual orientation, religion, place of birth, age, ancestry, or disability made by faculty members. The function of the GFGB shall be to (1) hear all evidence pertinent to the grievance; (2) make findings of fact; (3) decide whether the charges or allegations which constitute the grievance have been sustained by the evidence presented; (4) recommend the specific course of action which should be taken; and (5) provide to the Faculty Senate an annual report of the Board's activities and suggested changes in University policies or procedures.

B. Jurisdiction

The jurisdiction of the GFGB shall extend to charges or allegations (hereafter referred to as grievances) arising out of administrative action or for which administrative action could provide a remedy, provided that all administrative remedies have been exhausted.

1. Nature of grievances: Grievances may arise out of decisions concerning reappointment, tenure, dismissal, promotion, salary, working conditions, discrimination, or any other matters related to the employment of a faculty member or other unclassified personnel.
2. Eligibility: A grievance may be filed by current and former members of the faculty (hereafter referred to as the grievant), including but not limited to term and part-time faculty, having an appointment at the rank of or performing as a post-doctoral fellow, teaching assistant, research assistant, research associate, assistant instructor, instructor, research assistant professor, research associate professor, research professor, assistant professor, associate professor, or professor. Grievances must be submitted within one year of the incident(s) or the administrative action/inaction at issue.
3. Grounds: Grounds for a grievance shall include, but shall not be limited to, (1) a violation or misapplication of the written rules, regulations, or established practices governing the University and its units; (2) improper, arbitrary, or capricious action of the University or its agents; (3) violation of academic freedom; and (4) discrimination.
4. Exhaustion of administrative remedies: Exhaustion of administrative remedies includes attempts to resolve the grievance through normal administrative channels, culminating in the required administrative appeal under C190. For a grievance alleging discrimination, exhaustion of administrative remedies also includes a review of the discrimination allegations by the Office of Affirmative Action.

C. Composition

The GFGB shall be composed of 45 tenured faculty members on full-time appointment, including a minimum representation of women and minorities in equal proportion to their numbers in the eligible faculty pool, or eight women and five minorities, whichever is greater. One member shall be the chairperson.

1. The chairperson shall be appointed for a one-year term, which shall begin the first day of the fall semester, by the Executive Committee of Faculty Senate from among the faculty members who have previously served on the GFGB.
2. The Executive Committee shall appoint, by random selection from a list of eligible faculty, the other members to staggered three-year terms, which shall begin the first day of fall semester, with one-third appointed each year. Replacements shall be filled in like fashion. No member shall serve more than one consecutive three-year term. However, any GFGB member who has not served on a hearing panel shall be eligible for appointment to a second consecutive term.

KSU Faculty Salaries are Consistently Below Average & Worst Among Equals

Compared to our five peer institutions, KSU faculty salaries **rank 6th**

Compared to Big-12 institutions, KSU faculty salaries rank **12th**

Climbing Down the Ladder of Success

	KSU	Peers	Big Twelve	NASULGC
<u>1984-85</u>	<u>30,690</u>	<u>31,387 (-697) (2.3%)</u>		
1994-99	45,698	53,684 (-7,986) (15.8%)	53,232	54,475
1998-99	50,709	61,692 (-10,983) (21.7%)	61,376	63,035
2004-05	55,719	70,152 (-14,433) (25.9%)	69,068	71,595

Is anyone below us?

We rank 42nd out of 46 Land Grant Institutions

North Dakota State
 NM State-Las Cruces
 South Dakota State
 Idaho State