



Faculty Senate's Report to the Board of Visitors *June, 2004*

During the 2003-4 academic year, the Senate continued in its responsibility and tradition of taking steps to provide for the success of the University's academic mission by enhancing the educational opportunities of our students, and facilitating the activities of the faculty. The following provides a brief year-end summary of actions of this year's Senate and reports some of its current deliberations.

2003-4 Year End Summary

The Faculty Senate:

1. Approved increasing the number of Senators from the College of Education.
2. Proposed, and began implementing a program to position four JMU faculty as "faculty in residence" within area high schools to further the college opportunities of capable students that otherwise lack the academic skills and resources of more affluent families.
3. Determined that the University's grading practices demonstrate good pedagogy and are consistent with national trends.
4. Approved the report of the Senate's task force on *emeriti* and retired faculty.
5. Approved changes in the withdrawal from class policy.
6. Rejected a proposal to revise the academic calendar to extend the Thanksgiving break to an entire week by eliminating the fall break.
7. Completed the 2003-04 faculty morale survey.
8. Established a task force to examine the professional development needs of the faculty and make recommendations.
9. Conducted the "Computer Lottery."
10. Established a mechanism through which faculty are continually informed regarding the deliberations of the Handbook Committee.
11. Prepared and distributed "sample letters" to the faculty to assist them in writing their legislators to urge support of higher education.

12. Developed a “*Credo of Academic Responsibilities*” for consideration as a preamble for the faculty handbook.
13. Purchased gifts and arranged a reception for retiring faculty.
14. Established a lecture series on “academic freedom” to be held during the annual Madison Week celebrations.
15. Resolved to request the Provost to provide the faculty with software for controlling plagiarism.
16. Resolved to endorse the inclusion of sexual orientation” in the hiring, employment, and harassment policies of the University.
17. Approved the report of the Senate’s Budget Committee on the high turnover rate among JMU faculty (Please see attached report.)
18. Completed the process of making three amendments to the Faculty Senate Constitution.

Current Deliberations

The Faculty Senate is in its summer recess. During the summer, its steering committee will:

1. Consider and seek remedies for improving faculty retention.
2. Examine the processes by which students are brought into and socialized into the academic community, including, but not limited to freshman orientation.
3. Develop specific recommendations to bring to the Senate and then to Administration for improving faculty development.

Respectfully submitted,



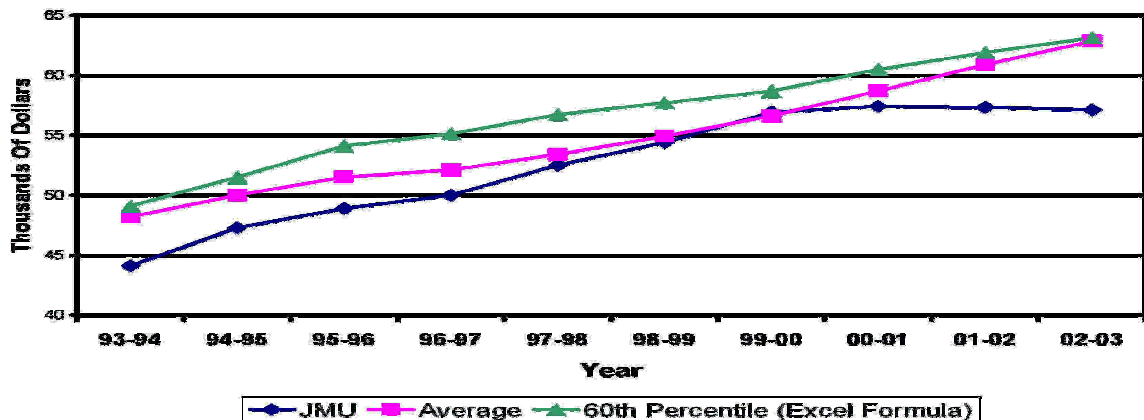
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Report of the Committee on Budget Priorities
to the Faculty Senate, April 29, 2004.

After reviewing a substantial amount of budget information, the Committee on Budget priorities has drawn two broad conclusions. First, the faculty and administration of James Madison University deserve to be commended for the creativity and commitment that have made it possible for JMU to maintain high levels of educational excellence and student satisfaction in the face of substantial budget pressures. But second, it is evident that the institution is suffering losses as a consequence of budget cuts that imperil its ability to continue to maintain its traditional high standards.

The residual strength of JMU is apparent in continuing high levels of student satisfaction, high graduation rates, and abundant applications for admission. But salaries offered at JMU have been declining consistently relative to those offered by peer institutions. The gap between the average JMU salary and the 60th percentile of salaries at peer institutions has widened from \$1,800 in the 1999-2000 academic year to \$3,100 in 2000-2001, \$4,600 in 2001-2002, and \$5,900 in 2002-2003.

**Comparison Of Peer Group Faculty Salaries
JMU, Average, And 60th Percentile
1993-94 To 2002-03**



There is evidence that this growing gap is beginning to limit JMU's ability to retain key faculty. The losses seem to be most acute among Associate Professors. The decline in JMU's ability to retain Associate Professors is apparent in the table shown below.

Year	Tenured Professors		Total Faculty
	Associate	Full	
86/87	164	134	450
90/91	158	184	477
96/97	161	212	559
02/03	130	220	704

From the 1996-1997 to the 2002-2003 academic year, the number of tenured Associates declined by 31 from 161 to 130 while the number of Full Professors increased by only 8 from 212 to 220. Faculty are now more likely than they previously were to leave JMU immediately after receiving tenure. Thus, while in 1997 JMU retained 75% of faculty hired seven years earlier (in 1990), in 2002 it retained only 44% of faculty hired seven years earlier (in 1994). Clearly, JMU is losing through voluntary departure many faculty it has developed (at considerable expense) and tenured and hoped to retain. In the College of Business, for example, over three successive academic years -- 2000-2001, 2001-2002, 2002-2003 -- the departing faculty members included the person voted by the students as the COB educator of the year. Each of these three faculty members, having received the college's highest teaching honor in the spring, elected to leave JMU the following fall. Clearly, departures such as these will diminish JMU's capacity to maintain the high levels of teaching excellence and student satisfaction that have been its heritage.