

**Recommendations of the Faculty Senate Task Force  
on Emeritus/Retired Faculty**

**Endorsed by the Faculty Senate of James Madison University on October 2, 2003.**

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James Madison University is a complex organization that includes many different groups. The University exists to serve the Commonwealth of Virginia by the education of students, the group that is the primary focus of the University. In order to provide a quality education, it is obvious that the University must have the groups we commonly refer to as faculty and staff. These recommendations concern the recruitment, hiring, and retention of high quality faculty to provide the kind of education sought for their children by Virginians.

In the statement of “Defining Characteristics” in the Institutional Portfolio, at least four of these characteristics (and the visions and goals associated with them) are dependent on the presence of a faculty of excellence in all disciplines represented at JMU. Among those characteristics, it is clear that the following characteristics are especially grounded in an assumption that a faculty of excellence is present at JMU.

“Defining Characteristic 4. The university will provide a challenging and supportive environment with a heightened sense of intellectual stimulation.” With goals for this characteristic calling for students to be exposed to “world-class lecturers, teachers and other intellectuals” and to “retain national scholars,” it is clear that for JMU to progress toward higher standards of excellence the importance of recruitment, hiring, and retention of faculty will continue to increase. Likewise, other resources of lecturers, teachers, intellectuals, and national scholars, in addition to full-time faculty at any time, must be cultivated. An obvious resource of this sort is the retired faculty who maintain an active interest and/or involvement in their academic areas and continue to reside in the Harrisonburg area.

“Defining Characteristic 5. The university’s strength is in its people and thus, we will invest in both professional development and instructional innovation and excellence.” “Defining Characteristic 7. The university will serve our state and the region, but through its people, programs and accomplishments, will be recognized on a

national basis.” The vision statement for this characteristic seven is relevant to both Characteristics 5. and 7.: “Establishing a national reputation will improve our ability to attract and retain the finest faculty, and will enable our students to compete for the best jobs and for admission to the best graduate programs.” A national reputation is highly dependent on the quality of the university’s faculty. To be sure, a national reputation attracts more faculty of excellence, but to attract and maintain the best requires the best in personnel practices, as well as academic practices. Critical investments in professional development and instructional innovation, include whatever means available to attract quality faculty to JMU and maintain the faculty’s commitment to and involvement with JMU.

In a time when high faculty salaries are limited, other rewards for faculty must be explored. The knowledge of enlightened faculty retirement policies does make a difference in the perception a faculty member has of their university. This is true at JMU as well. Positive, enlightened retirement practices are not only humane and fair; they are also sound management. Corporations admired in the business world are usually organizations that have discovered they can attract the best talent and inculcate and maintain loyalty to the company through humane treatment of employees. This is true in the university world as well. Why would faculty of excellence go to or stay at a university that they perceive to treat faculty badly? On the other side of the coin, why wouldn’t a university with positive, enlightened personnel practices attract qualified scholars, as well as encourage them to stay? The answer is obvious: to have a faculty of excellence a university must have excellence in its treatment of faculty. A vital part of that treatment, which is a part of faculty decisions about whether to go to a university and whether, once there, to stay, is the knowledge faculty have of how they will be treated when the time for retirement comes.

“Defining Characteristic 21. The university will provide a high level of service to all members of the JMU community.” As one of the goals of this characteristic states, JMU should “Recognize and reward outstanding service provided by JMU faculty and staff.” A strong, positive set of retirement practices, benefits, and policies are critical to recognize and reward faculty. This should include, minimally, fair compensation for

retired faculty who return to campus to teach, adequate health insurance benefits for those who retire early, and facilities for retired faculty to work in when they continue teaching and/or working in their disciplines. Policies, benefits, and practices that are seen as a positive, supportive way of concluding an academic career by faculty will go a long way toward motivating faculty to stay at JMU and to maintain a mutually beneficial association after retirement.

In these times of decreasing state financial support, increasing student enrollment pressures, increasing faculty age, and decreasing supply of candidates for faculty positions nationally, the maintenance of a high quality faculty will become even more difficult than it already is. In the late 1970's, Dr. Howard Bowen, economist and former president of the University of Iowa, predicted that between 1995 and 2005, several trends would converge that would create major faculty staffing problems for universities in the United States. He predicted that babies of the "baby boomers" would come to college, that there would be a tidal wave of retirements, and that there would be an increase in students attending college from groups that had not previously attended in the past. All of these predictions have been born out. Dr. Bowen didn't anticipate that states like Virginia would decrease funding of public universities during this period and that the number of students in doctoral programs would decline, thus creating an even greater shortage of candidates for faculty positions. To cope with these trends, all universities should begin to cultivate positive relationships with retired and emeritus faculty. It is in the university's self-interest to do so. The following recommendations from the Faculty Senate Task Force on Emeritus Faculty are intended to provide suggestions that JMU could and should implement in response to the developing trends above in order to be consistent with the defining characteristics of the university

## **Recommendations Concerning Emeritus Faculty**

In accord with Defining Characteristic # 5 of the university which affirms that the university's strength is in its people, our task force on retired faculty offers the following considerations to improve the relationship between JMU and its retired faculty. We do so in the hope that such an enhanced relationship will enable the university to attract and retain excellent faculty during their full time career at JMU and to have both JMU and the faculty mutually benefit when these faculty retire. We make our recommendations, recognizing that national statistics show that many faculty are nearing retirement age and that it will be difficult to replace such faculty.

Our task force contacted present and retired faculty. Our recommendations include their input, as well as that of a survey of retirement programs at other universities, which is attached following our recommendations.

### **Recommendation # 1**

We observe that retired faculty have many ways they can continue to enhance research, teaching, and service at the university. Some of these are already in practice. Below are present practices and suggestions from faculty for future practices that are worth consideration.

- a. Continuing research and grants that enhance the university
- b. Continue teaching part-time
- c. Serve as advisors to students
- d. Serve as coordinators of alternative spring break programs
- e. Serve as mentors of new faculty outside our home departments
- f. Emeriti faculty could fill in if a regular faculty member were ill, had a family emergency or was otherwise unable to meet their teaching obligation. The regular faculty are strained near their limits. Peer coverage is often a problem because of the huge increase in workload of everyone.

- g. Serve as ambassadors of good will: assisting the recruiting programs of the Admissions Office, visiting high schools, working on campaigns and documents that the university needs for working with the governor and SCHEV, marketing, fund-raising, and other activities.

#### Recommendation # 2

We recommend that the university automatically confer some benefits on all retired faculty, rather than only on those defined as emeriti. Some of JMU's Peer Institutions and other Virginia institutions of higher education do confer such benefits and the survey results strongly support including the following benefits automatically. The results related to this recommendation from the survey of other institutions are found in responses to questions 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, and 18, of the survey results, which are attached.

- a. Computing access, including email, now granted to Emeriti.
- b. Free parking, now granted to Emeriti.
- c. Group health insurance enrollment, granted to all retired state employees.
- d. JAC card, now granted to Emeriti.
- e. Use of libraries, now granted to Emeriti.
- f. Use of recreation facilities, now granted to Emeriti.
- g. Access to dining services, now granted to Emeriti.
- h. Bookstore discounts, now granted to Emeriti.
- i. Discounted or complimentary tickets to sports and cultural events, , now granted to Emeriti.
- j. Free parking for athletic events
- k. Access to mediation services
- l. Access to health screening and fitness programs
- m. Audit courses (All senior citizens have some free access already.)

#### Recommendation # 3

We recommend that the board of visitors continue to recognize some faculty as emeriti and that the following benefits apply to such faculty: The results related to this

recommendation from the survey of other institutions are found in responses to questions 14, 15, 16, 17, 18, and 19 of the survey results, which are attached.

- a. Equipped office space, worked out with department head, now granted to Emeriti.
- b. Name listed in catalog, now granted to Emeriti.
- c. Submit grants through institution, now granted to Emeriti.
- d. Have laboratory research space access, worked out with department head, now granted to Emeriti.
- e. Advise theses, worked out with department head, now granted to Emeriti.
- f. Receive travel funds for research that enhances the department's recognition, worked out with department head

#### Recommendation # 4

We recommend that a memorial be established to honor deceased faculty, perhaps in the Arboretum. Although this is not a common practice among schools (see responses to survey question 20), the Task Force believes that this would demonstrate the value the University places on faculty efforts at JMU. As both current and retired faculty feel valued, it goes without saying that their commitment to JMU would be stronger.

#### Recommendation # 5

We recommend that the university **in accord with its program needs and financial resources** continue to have some financial incentives available for faculty who choose to retire. Here are some options favored by faculty in their response to the survey and in their written recommendations: In the comments from personnel at other universities accompanying the survey results, these and other retirement options for faculty.

- a. Retain the early retirement opportunities currently in place, both the Alternative Severance Option program and the cash buyout procedure which offers 1.5 times the annual salary over five years.

- b. Permit faculty members to decide to retire in three years, giving them 12 month contracts for the last three years with reduced summer pay included so that their salary for VRS calculations is improved.
- c. Permit faculty members to have phased retirement in which they fully retire but are then contracted to receive for three years a teaching salary for two part time classes a semester at 10% per class.
- d. Offer a fully paid sabbatical with health insurance covered for one semester prior to retirement.
- e. Provide an option for Emeritus and other retired faculty to teach “full-time” (however that is defined within a department) for one semester per year, thus making the faculty member’s employment “part-time.” Some faculty have indicated that it is not worth the time commitment required by one course for 4 ½ months, whereas teaching a “full load” just one semester a year might have appeal.
- f. Pay the institutional portion of the health insurance premium for faculty who retire early until they are 65. Although only 20% of the schools responding to the survey indicate in question 3 that they do this, it is clear from comments of JMU faculty that more of them would take the early retirement initiative or pursue any of the above recommendations if their health insurance were not an issue. This might facilitate the University’s efforts to encourage higher paid faculty to retire early during difficult financial times.

#### Recommendation # 6

The results in questions 21 and 22 of the institutional survey suggest that many institutions do not distinguish between Emeritus and other retired faculty in part-time remuneration. Additionally, the comments made in response to these questions by administrators at the schools responding suggest a wide variety of practices regarding compensation for retired/Emeritus faculty.

We recommend that the university pay Emeritus Faculty a fair rate for part-time teaching. Ideally, the pay rate for part-time teaching would be rationally computed,

proportionally relative to either the full-time pay rate an Emeritus Faculty would qualify for if they were full-time, or, minimally, proportional to the pay rate they received in their last year of full-time employment. Specifically, the Task Force recommends a rate of 9%\* (per three credit-hour course) of either the full-time pay rate an Emeritus Faculty would qualify for if they were appointed full-time or their annual salary in their last year of full-time employment per three credit-hour course. At the least the Task Force recommends that they should be paid at least as much as current faculty at their rank receive for summer pay.

If we assume that regular full-time faculty loads include teaching, research, and service, it becomes obvious that the University assumption of a “full load” is actually fifteen hours per semester (in class credit-hour terms.) In many departments a “full-time teaching load is twelve hours; however, the faculty member with a 12 hour assigned teaching load also is expected to perform other duties, such as student advising, committee assignments, research, and the like. When the teaching load is reduced below 12 hours of teaching + service/research, the service/research expectations are correspondingly increased. A full-time appointment carries an expectation that the faculty member is providing the equivalent of about thirty credit-hours of in-class teaching a year. The actual assignment could be anywhere from no teaching to thirty in-class teaching credit-hours a year, depending on other assignments such as research, administration, service, and the like.

If we divide this thirty hours into 100% (representing 100% of a full-time appointment/salary), a single credit-hour is seen to be roughly equal to 3 1/3% of a full-time appointment/salary. Rounding that figure down to 3% and multiplying by “3” for a 3 credit-hour course thus provides a conservative estimate of the percentage of a full-time salary that is devoted to compensation for teaching a 3 credit-hour course: 9%. Since the University does not reduce the credits received by students for taking a course in the summer or from part-time Emeritus Faculty, and does not expect less expertise or less time in preparation and teaching, the Task Force’s recommendation of a 9% minimum for teaching a 3 credit-hour course, be it in summer or during the regular school year, would appear to be low, if anything. A less conservative, but more mathematically accurate figure would be 10% (3 1/3% times 3 credit-hours.)

The recommendation that the minimum part-time pay rate should be equal to the summer school pay rate is based on the following logic: teaching a course in the fall or spring semesters not only requires the same effort and qualifications, it also requires a greater time commitment on the part of the Emeritus Faculty (a 4 ½ month time commitment compared with a four to eight week commitment, depending on the summer assignment.) If anything, logic would dictate a higher pay rate for teaching one three credit-hour course during the regular school year than the pay rate for teaching in summer.

Recommendation # 7

We recommend that the university develop and/or clarify a formal procedure for becoming an Emeritus. A formal and standardized application procedure in which all faculty apply and are approved or disapproved for Emeritus status in the same way would clarify the differences between Emeritus and non-Emeritus faculty. Both faculty and administrators should know what to expect and how to go through the procedure of applying for and receiving/giving Emeritus status.

Recommendation # 8

We recommend that the university develop a more welcoming attitude to retired faculty by:

- a. Creation of a Faculty Club on campus, open to all active and retired faculty.
- b. Creation of a specific web page that welcomes faculty to retired status, thanking them for their valued services, inviting them to continue to contribute to the university, and listing benefits available to all retired faculty.
- c. Having departments, schools, and colleges invite retired faculty to their events and gatherings.
- d. Continuing and expanding support for the JMU Emeriti Association.

## **Schools that responded to survey**

**Appalachian State University  
Blue Ridge Community College  
Bradley University  
Christopher Newport University  
College of Charleston  
Danville Community College  
Eastern Shore Community College  
George Mason University  
Indiana University of Pennsylvania  
Longwood University  
Lynchburg College  
Mary Washington College  
Middle Tennessee State University  
New River Community College  
Northern Virginia Community College  
Old Dominion University  
Patrick Henry Community College  
Radford University  
Richard Bland College of The College of William and Mary  
Salisbury University  
Southside Virginia Community College  
State University of New York at Binghamton  
TCU  
The University of Virginia's College at Wise  
Thomas Nelson Community College  
University of Delaware  
University of Northern Iowa  
Virginia Commonwealth University  
Virginia Tech**

## Summary of Retired Faculty Policies Survey

note: data are sorted by type of school  
data were collected July 2003

			school type			Total
			2-year	4-year only	4year with grad programs	
1. Does your school grant computing access, including email, to retired or emeritus faculty, either free or for a modest fee that is the same as that paid by active faculty?	yes, all retired faculty	Count	3	1	12	16
		% within school type	27.3%	100.0%	60.0%	50.0%
	yes, emeritus faculty faculty only	Count	1		8	9
		% within school type	9.1%		40.0%	28.1%
	not to any former faculty	Count	7			7
		% within school type	63.6%			21.9%
	Total	Count	11	1	20	32
		% within school type	100.0%	100.0%	100.0%	100.0%

			school type			Total	
			2-year	4-year only	4year with grad programs		
<b>2. Does your school grant free on-campus parking to retired or emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>9</i>	<i>1</i>	<i>8</i>	<i>18</i>	
		<b>% within school type</b>	<i>81.8%</i>	<i>100.0%</i>	<i>40.0%</i>	<i>56.3%</i>	
	<b>yes, emeritus faculty only</b>	<b>Count</b>	<i>2</i>		<i>5</i>	<i>7</i>	
		<b>% within school type</b>	<i>18.2%</i>		<i>25.0%</i>	<i>21.9%</i>	
	<b>not to any former faculty</b>	<b>Count</b>			<i>7</i>	<i>7</i>	
		<b>% within school type</b>			<i>35.0%</i>	<i>21.9%</i>	
<b>Total</b>			<b>Count</b>	<i>11</i>	<i>1</i>	<i>20</i>	<i>32</i>
			<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total	
			2-year	4-year only	4year with grad programs		
<b>3. Does your school continue to contribute the institutional portion to group health insurance premiums of retired or emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>1</i>		<i>5</i>	<i>6</i>	
		<b>% within school type</b>	<i>9.1%</i>		<i>29.4%</i>	<i>20.7%</i>	
	<b>not to any former faculty</b>	<b>Count</b>	<i>10</i>	<i>1</i>	<i>12</i>	<i>23</i>	
		<b>% within school type</b>	<i>90.9%</i>	<i>100.0%</i>	<i>70.6%</i>	<i>79.3%</i>	
<b>Total</b>			<b>Count</b>	<i>11</i>	<i>1</i>	<i>17</i>	<i>29</i>
			<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>4. Does your school continue to provide a faculty ID card to emeritus or retired faculty to use school facilities?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>4</i>	<i>1</i>	<i>14</i>	<i>19</i>
		<b>% within school type</b>	<i>40.0%</i>	<i>100.0%</i>	<i>70.0%</i>	<i>61.3%</i>
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>	<i>2</i>		<i>5</i>	<i>7</i>
		<b>% within school type</b>	<i>20.0%</i>		<i>25.0%</i>	<i>22.6%</i>
	<b>not to any former faculty</b>	<b>Count</b>	<i>4</i>		<i>1</i>	<i>5</i>
		<b>% within school type</b>	<i>40.0%</i>		<i>5.0%</i>	<i>16.1%</i>
<b>Total</b>		<b>Count</b>	<i>10</i>	<i>1</i>	<i>20</i>	<i>31</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>5. Does your school allow the use of libraries by all retired faculty or just emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>11</i>	<i>1</i>	<i>16</i>	<i>28</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>87.5%</i>
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			<i>4</i>	<i>4</i>
		<b>% within school type</b>			<i>20.0%</i>	<i>12.5%</i>
<b>Total</b>		<b>Count</b>	<i>11</i>	<i>1</i>	<i>20</i>	<i>32</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>6. Does your school allow the use of recreation facilities by all retired faculty or just emeritus faculty?</b>	yes, all retired faculty	Count	9	1	14	24
		% within school type	81.8%	100.0%	70.0%	75.0%
	yes, emeritus faculty faculty only	Count	1		5	6
		% within school type	9.1%		25.0%	18.8%
	not to any former faculty	Count	1		1	2
		% within school type	9.1%		5.0%	6.3%
<b>Total</b>		Count	11	1	20	32
		% within school type	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>7. Does your school allow the use of dining facilities by all retired faculty or just emeritus faculty?</b>	yes, all retired faculty	Count	6	1	15	22
		% within school type	66.7%	100.0%	78.9%	75.9%
	yes, emeritus faculty faculty only	Count			2	2
		% within school type			10.5%	6.9%
	not to any former faculty	Count	3		2	5
		% within school type	33.3%		10.5%	17.2%
<b>Total</b>		Count	9	1	19	29
		% within school type	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>8. Does your school provide bookstore discounts to all retired faculty or just emeritus faculty?</b>	yes, all retired faculty	Count	1	1	10	12
		% within school type	10.0%	100.0%	50.0%	38.7%
	yes, emeritus faculty faculty only	Count	1		4	5
		% within school type	10.0%		20.0%	16.1%
	not to any former faculty	Count	8		6	14
		% within school type	80.0%		30.0%	45.2%
<b>Total</b>	Count	10	1	20	31	
	% within school type	100.0%	100.0%	100.0%	100.0%	

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>9. Does your school provide discounted or complimentary tickets to sports and cultural events to all retired faculty or just emeritus faculty?</b>	yes, all retired faculty	Count		1	9	10
		% within school type		100.0%	47.4%	33.3%
	yes, emeritus faculty faculty only	Count			5	5
		% within school type			26.3%	16.7%
	not to any former faculty	Count	10		5	15
		% within school type	100.0%		26.3%	50.0%
<b>Total</b>	Count	10	1	19	30	
	% within school type	100.0%	100.0%	100.0%	100.0%	

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>10. Does your school provide free parking for athletic events to all retired faculty or just emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	2	1	8	11
		<b>% within school type</b>	28.6%	100.0%	40.0%	39.3%
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			4	4
		<b>% within school type</b>			20.0%	14.3%
	<b>not to any former faculty</b>	<b>Count</b>	5		8	13
		<b>% within school type</b>	71.4%		40.0%	46.4%
<b>Total</b>		<b>Count</b>	7	1	20	28
		<b>% within school type</b>	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>11. Does your school provide mediation services to all retired faculty or just emeritus faculty?</b>	<b>not to any former faculty</b>	<b>Count</b>	10	1	18	29
		<b>% within school type</b>	100.0%	100.0%	100.0%	100.0%
<b>Total</b>		<b>Count</b>	10	1	18	29
		<b>% within school type</b>	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>12. Does your school provide access to health screening and fitness programs to all retired faculty or just emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	7	1	4	12
		<b>% within school type</b>	63.6%	100.0%	22.2%	40.0%
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			4	4
		<b>% within school type</b>			22.2%	13.3%
	<b>not to any former faculty</b>	<b>Count</b>	4		10	14
		<b>% within school type</b>	36.4%		55.6%	46.7%
<b>Total</b>		<b>Count</b>	11	1	18	30
		<b>% within school type</b>	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>13. Does your school permit all retired faculty or just emeritus faculty to audit courses after retirement?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	4	1	13	18
		<b>% within school type</b>	40.0%	100.0%	72.2%	62.1%
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			3	3
		<b>% within school type</b>			16.7%	10.3%
	<b>not to any former faculty</b>	<b>Count</b>	6		2	8
		<b>% within school type</b>	60.0%		11.1%	27.6%
<b>Total</b>		<b>Count</b>	10	1	18	29
		<b>% within school type</b>	100.0%	100.0%	100.0%	100.0%

			school type			Total
			2-year	4-year only	4year with grad programs	
14. Does your school provide equipped office space to all retired faculty or just emeritus faculty?	yes, all retired faculty	Count	1		1	2
		% within school type	9.1%		5.0%	6.3%
	yes, emeritus faculty only	Count			1	1
		% within school type			5.0%	3.1%
	sometimes to all retired faculty	Count	1		4	5
		% within school type	9.1%		20.0%	15.6%
	sometime to emeritus fac only	Count		1	7	8
		% within school type		100.0%	35.0%	25.0%
	not to any former faculty	Count	9		7	16
		% within school type	81.8%		35.0%	50.0%
Total	Count	11	1	20	32	
	% within school type	100.0%	100.0%	100.0%	100.0%	

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>15. Does your school list the names of all retired faculty or just emeritus faculty in your school catalog?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>1</i>		<i>5</i>	<i>6</i>
		<b>% within school type</b>	<i>9.1%</i>		<i>26.3%</i>	<i>19.4%</i>
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>	<i>8</i>	<i>1</i>	<i>13</i>	<i>22</i>
		<b>% within school type</b>	<i>72.7%</i>	<i>100.0%</i>	<i>68.4%</i>	<i>71.0%</i>
	<b>not to any former faculty</b>	<b>Count</b>	<i>2</i>		<i>1</i>	<i>3</i>
		<b>% within school type</b>	<i>18.2%</i>		<i>5.3%</i>	<i>9.7%</i>
<b>Total</b>		<b>Count</b>	<i>11</i>	<i>1</i>	<i>19</i>	<i>31</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>16. Does your school help all retired faculty or just emeritus faculty to submit grants through your school?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>1</i>	<i>1</i>	<i>10</i>	<i>12</i>
		<b>% within school type</b>	<i>10.0%</i>	<i>100.0%</i>	<i>52.6%</i>	<i>40.0%</i>
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			<i>5</i>	<i>5</i>
		<b>% within school type</b>			<i>26.3%</i>	<i>16.7%</i>
	<b>not to any former faculty</b>	<b>Count</b>	<i>9</i>		<i>4</i>	<i>13</i>
		<b>% within school type</b>	<i>90.0%</i>		<i>21.1%</i>	<i>43.3%</i>
<b>Total</b>		<b>Count</b>	<i>10</i>	<i>1</i>	<i>19</i>	<i>30</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>17. Does your school provide laboratory space to all retired faculty or just emeritus faculty?</b>	yes, all retired faculty	Count			3	3
		% within school type			15.8%	10.0%
	yes, emeritus faculty faculty only	Count			5	5
		% within school type			26.3%	16.7%
	not to any former faculty	Count	10	1	11	22
		% within school type	100.0%	100.0%	57.9%	73.3%
<b>Total</b>	Count	10	1	19	30	
	% within school type	100.0%	100.0%	100.0%	100.0%	

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>18. Does your school involve all retired faculty or just emeritus faculty in the advising of theses?</b>	yes, all retired faculty	Count			3	3
		% within school type			16.7%	10.7%
	yes, emeritus faculty faculty only	Count			3	3
		% within school type			16.7%	10.7%
	not to any former faculty	Count	9	1	12	22
		% within school type	100.0%	100.0%	66.7%	78.6%
<b>Total</b>	Count	9	1	18	28	
	% within school type	100.0%	100.0%	100.0%	100.0%	

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>19. Does your school provide travel funds for research that enhances your school's reputation to all retired faculty or just emeritus faculty?</b>	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>			<i>2</i>	<i>2</i>
		<b>% within school type</b>			<i>11.1%</i>	<i>6.9%</i>
	<b>not to any former faculty</b>	<b>Count</b>	<i>10</i>	<i>1</i>	<i>16</i>	<i>27</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>88.9%</i>	<i>93.1%</i>
<b>Total</b>		<b>Count</b>	<i>10</i>	<i>1</i>	<i>18</i>	<i>29</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>20. Does your school have a memorial to honor all deceased retired faculty or just emeritus faculty?</b>	<b>yes, all retired faculty</b>	<b>Count</b>	<i>1</i>		<i>3</i>	<i>4</i>
		<b>% within school type</b>	<i>9.1%</i>		<i>15.8%</i>	<i>12.9%</i>
	<b>yes, emeritus faculty faculty only</b>	<b>Count</b>	<i>1</i>			<i>1</i>
		<b>% within school type</b>	<i>9.1%</i>			<i>3.2%</i>
	<b>not to any former faculty</b>	<b>Count</b>	<i>9</i>	<i>1</i>	<i>16</i>	<i>26</i>
		<b>% within school type</b>	<i>81.8%</i>	<i>100.0%</i>	<i>84.2%</i>	<i>83.9%</i>
<b>Total</b>		<b>Count</b>	<i>11</i>	<i>1</i>	<i>19</i>	<i>31</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type			Total
			2-year	4-year only	4year with grad programs	
<b>21. When retired or emeritus faculty teach part-time for your school following retirement, do you pay emeritus faculty differently from other retired faculty?</b>	<b>yes emeritus faculty are paid more</b>	<b>Count</b>		<i>1</i>	<i>3</i>	<i>4</i>
		<b>% within school type</b>		<i>100.0%</i>	<i>15.0%</i>	<i>12.5%</i>
	<b>no, all retired faculty are paid the same</b>	<b>Count</b>	<i>11</i>		<i>17</i>	<i>28</i>
		<b>% within school type</b>	<i>100.0%</i>		<i>85.0%</i>	<i>87.5%</i>
<b>Total</b>		<b>Count</b>	<i>11</i>	<i>1</i>	<i>20</i>	<i>32</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

			school type		Total
			2-year	4year with grad programs	
<b>22. When retired or emeritus faculty teach part-time for your school following retirement, what is the rate of pay per course?</b>	<b>% of base pay earning prior to retirement</b>	<b>Count</b>	<i>1</i>	<i>1</i>	<i>2</i>
		<b>% within school type</b>	<i>10.0%</i>	<i>5.6%</i>	<i>7.1%</i>
	<b>same as summer school salary</b>	<b>Count</b>	<i>1</i>	<i>2</i>	<i>3</i>
		<b>% within school type</b>	<i>10.0%</i>	<i>11.1%</i>	<i>10.7%</i>
	<b>salary paid to part time instruction</b>	<b>Count</b>	<i>2</i>	<i>7</i>	<i>9</i>
		<b>% within school type</b>	<i>20.0%</i>	<i>38.9%</i>	<i>32.1%</i>
	<b>other</b>	<b>Count</b>	<i>6</i>	<i>8</i>	<i>14</i>
		<b>% within school type</b>	<i>60.0%</i>	<i>44.4%</i>	<i>50.0%</i>
<b>Total</b>		<b>Count</b>	<i>10</i>	<i>18</i>	<i>28</i>
		<b>% within school type</b>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

**Reponses to open-end questions:**

Comments Made

- Notes: 1. the first number in quotes, if given, is the amount paid per class  
 2. the longer comments are general comments.

"Indiana University of Pennsylvania"  
 "We can  
 hire a retired faculty member back at any rank negotiated with the faculty member" "We are a  
 highly unionized System and many benefits for retired faculty have been negotiated through the collective bargaining  
 process. Whether a person is emeritus makes no difference in those negotiated areas. As a general rule, we do not  
 provide very much additional support to emeritus faculty" "mjstat@iup.edu" "07/08/2003"

"Radford University"

"3,000 per 3 SH" "In several responses to questions above, it  
 was difficult to answer accurately. AT RU retired faculty can be granted Research Faculty status in addition to  
 emeritus status. If there had been a category for Research faculty, some answers might have been different. The  
 department and college have to recommend such status. Research faculty can obtain grants and through the grants earn  
 income. In appropriate cases when grants have been obtained, these Research faculty continue to have office space  
 and other support provided by the University, since the grants are administered by and through the University."  
 "wself@radford.edu" "07/08/2003"

"State University of New York at Binghamton"

"negotiated" "We have a formal program called Bartle Professors that make a transiion  
 between retirement and emeritus status. These Professors have all the rights of regular faculty with a reduced  
 salary and reduced responsibilities." "mswain@binghamton.edu" "07/08/2003"

"Lynchburg College"

"We pay \$500 more than the normal adjunct rate per course." "My answer to  
 question number 20 depends on the situation, but is not guided by emeritus or retired status. At LC it depends  
 entirely on the wishes of the family, the retired person's continued relationship with the college, and other  
 factors. So the answe is it depends." "miles@lynchburg.edu" "07/08/2003"

"TCU" "varies with discipline and qualifications"  
 "07/08/2003"

"Old Dominion University" "1000-3000" "  
 "dhager@odu.edu" "07/08/2003"

"Brockport Univesity"

"3000 for emerit, 2100 for others"  
 "07/08/2003" "flanagan@brockport.edu"

"Eastern Shore Community College"  
 of retirement" "Amount depends on rank at time  
 parking. We have no sports events. We have no food service, etc. We have so few retired faculty that we would  
 entertain most requests on a case-by-case basis." "Many questions do not apply. We don't charge anyone for  
 "mmulligan@es.vccs.edu" "07/08/2003"

Southside Virginia Community College"  
 former rank" "adjunct scale according to  
 "07/08/2003"

"varies"

"07/08/2003"

"Northern Virginia Community College"  
 faculty get a percent of former salary; some get the established adjunct rate." "Some  
 "07/08/2003"

"Christopher Newport University"  
 per semester, additional courses at full-time rate of \$2800 (for 3 cr hr)" "\$3,000 for no more than 1 course  
 "dmocclair@cnu.edu" "07/08/2003"

"Thomas Nelson Community College"  
 based upon their rank." "All adjuncts receive a flat rate  
 "07/08/2003"

"Mary Washington College"  
 "They are paid on the adjunct faculty scale." "phall@mwc.edu"  
 "07/08/2003"

"Appalachian State University"  
 "07/08/2003" "3000"

"Blue Ridge Community College" "07/09/2003"

"University of Northern Iowa" "Faculty contract  
 establishes minimum of \$1,200 per credit hour for adjuncts. Departments have discretion to pay more."  
 "Question #8 - UNI does not operate a bookstore.  
 Question #17 - Lab space provided on a space available basis  
 All emeritus faculty are invited to annual Retirement Breakfast honoring new retirees. UNI Emeritus Association hosts  
 luncheon/reunion on same day. UNI Emeritus Association web site is <http://www.uni.edu/emergitus/>  
 "aaron.podolefsky@uni.edu" "07/09/2003"

"The University of Virginia's College at Wise" "\$1,100 per credit hour"  
 "jds9s@uvawise.edu" "07/09/2003"

"Danville Community College"  
 "If retired faculty teach as adjunct, they do have computer access, including e-mail." "bfoster@dcc.vccs.edu"  
 "07/09/2003"

"Middle Tennessee State University" "We have two categories: Post-retirement (teaching half load for up to four years by mutual agreement between the faculty member and his or her department. Pay is one half of the yearly salary. Faculty who retire and don't do post retirement who teach are paid adjunct pay according to one of four levels (\$150 to \$300 per credit hour depending on level)."

"Retired are permitted to not only audit but take classes for credit at no cost if they are 65 years of age or older. Otherwise, if they retire before 65, they must pay for audit and courses at one half rate costs. (Item 13 explanation)" "fjohnson@mtsu.edu" "07/09/2003"

"Virginia Tech"  
 "May be proportional to former salary, but could also be at an adjunct rate. Depends on availability of funds."  
 "You may wish to check out our policy on Emeritus Faculty - see  
<http://www.vt.edu/administration/policies/> Select policy 4405. We revised this several years ago after reviewing policies from a number of institutions.

I should also say that we recommend emeritus status for almost all retired tenured faculty members, and withhold this only in cases of serious poor performance. So in effect, there is not much difference between benefits extended to emeritus faculty and retired faculty/staff. We have decided that making a distinction among retirees is not worth the long-term ill feelings that exclusion might engender. Instead we tend to differentiate among faculty members by being more generous with office and lab space, access to travel funds, continued secretarial support, etc. In our case, we often have faculty members who are research active remain on payroll after retirement, carrying out grant and contract activity, writing new grants, and so on -- we are delighted to have this happen and it is a very common occurrence. We also hire quite a number of retired faculty members to teach again, or to do special projects for which they have special expertise, etc. Retired faculty and staff members also staff our visitor center. "

"Yes." "07/09/2003"

"Longwood University" "nbregman@longwood.edu" "07/10/2003"

"Bradley University" "dmod@bradley.edu" "07/10/2003"

"University of Delaware"  
 "varies at discretion of chair and retired faculty member" "Covered by  
 Collective Bargaining Agreement with AAUP." "colm@udel.edu" "07/10/2003"

"Richard Bland College of The College of William and Mary" "1905"  
 "1) All retired faculty are given emeritus status."  
 2) many of the responses would have been does not apply if that had been an option." "07/11/2003"

"New River Community College"  
 "Pay is based on faculty rank plus years of teaching experience." "They are,  
 potentially, a valuable teaching resource and should be utilized to a greater extent. However, in the Community  
 College system, the amount of compensation for their work is so low many will not participate." "07/11/2003"

"Patrick Henry Community College" "use the same scale for all part-  
 time" "Patrick Henry Community College" "jwhitley@ph.vccs.edu"  
 "07/11/2003"

"Salisbury University"  
 "2,500" "dhubuchanan@salisbury.edu" "07/15/2003"

"Virginia Commonwealth University" "3,144.00"  
 "I do not know the answers to the questions concerning group insurance and mediation services. For  
 the other questions that I left blank, the answer is somewhere between yes and no. Some departments list emeriti  
 faculty in the catalog, but not all do so. Some departments, especially on the Health Sciences Campus, allow emeriti  
 faculty to have lab space, submit grants, advise theses and have travel funds. This is not true for the university  
 as a whole. We do have a retired faculty organization which meets four times a year and publishes a directory of  
 retired faculty. More information is available at [www.vcu.edu/ocp/programs](http://www.vcu.edu/ocp/programs). If I can be of further help, I may be  
 reached at 804-828-6931. Sue Munro" "sfmunro@vcu.edu" "07/18/2003"

"College of Charleston"  
 "To date, most of our faculty have been granted emeritus status by virtue of the long affiliation of most with the  
 college, so there is little distinction between the two categories. Many items (e.g. e-mail access) are not  
 automatic but must be requested. There are exceptions to the responses, but I have selected the typical situation."  
 "morrison@cofc.edu" "07/24/2003"

"George Mason University"  
 "matrix between \$670-\$1050" "The benefits noted in this survey are  
 extended to all tenured faculty who retire.  
 We do not have benefits exclusively for Emeritus faculty. Please note that for questions # 14 and 18, individual  
 arrangements might be made but are not usual." "drossell@gmu.edu" "07/25/2003"

