



*"Committed to Academic Excellence"*

## NEWSLETTER

December 13, 2011

### **RIBICH SPEAKS ON "DEANING" AT AAUP FALL DINNER**

Each year, the Wartburg AAUP fall dinner provides both a time for good food and fellowship and the opportunity for thoughtful conversation about our life together as a faculty. Attendees this year enjoyed the reflections of interim academic dean Fred Ribich on his experience of "deaning." Ribich discussed both positive and negative aspects of his new role. On the positive side, he emphasized the satisfaction of guiding the college's educational mission and shaping from the dean's chair what and how students learn. He also remarked on enjoying the many dimensions of the dean's duties and functions. On the down side, he noted that the variety and volume of his duties can be daunting. Moreover, he surrendered certain satisfactions that faculty enjoy, daily contact with students and a degree of autonomy not enjoyed by deans, for example. He also surrendered the comfortable familiarity of his identity as faculty member and psychologist.

Ribich offered that his extensive experience as a member of the faculty combined with his service under eleven different deans gave him some advantages in the job of deaning. He noted three in particular. First, he understands what it is like to be a faculty member, a prime criterion for success as a dean, he judged. Second, his long teaching career grants him credibility among faculty; it vouches for his sincere and abiding respect for what faculty do. Third, the experience of watching a long succession of deans' succeed and fail in varying degrees provides insight to guide him in his new role.

Long experience has made Ribich especially concerned to avoid two errors. In the rush to deal with crises and plow through mountains of work, a dean may be tempted to act quickly and without sufficient and appropriate consultation. Communicating with multiple stake-holders before acting requires time and patience. In this regard, Ribich expressed his commitment not to compromise communication for the sake of efficiency. He also signaled his intention to avoid implementing change through top-down fiat rather than through bottom-up cooperative strategies. In his long tenure at Wartburg, he has doubtless seen both these errors committed more than once by some of the eleven deans preceding him.

Ribich concluded by emphasizing that the tie binding us together in common mission is our commitment to student learning. Although he wears an administrator hat this year, he remains, first and foremost, an educator. AAUP thanks Dean Ribich for his thoughtful remarks and wishes him well in his year of deaning.

### **WARTBURG SALARIES REMAIN FLAT OVER FOUR YEARS**

The American Association of University Professors publishes annually in the March-April issue of *Academe* a "Report on the Economic Status of the Profession." These

reports provide comparisons of Wartburg salaries/benefits with other similar schools in our category.

All schools in the table below belong to Category IIB, institutions whose primary emphasis is general/ under-graduate baccalaureate-level education. All salary figures are in thousands of dollars rounded to the nearest hundred. Average salary figures are available for each rank, but listed below are averages for total teaching faculty over the last four years.

The 16 schools in the table are ranked according to their salary totals over the four years. This results in four distinct groupings, as seen in the table. In addition to the 12 schools used by Wartburg as “benchmark” institutions since 2006, the chart includes four additional ELCA schools: Augustana, IL, Concordia, MN, Gustavus Adolphus and St. Olaf. The 8 ELCA schools in the chart are identified with asterisks. The states covered include Iowa (6 schools), Illinois (2), Minnesota (4), Nebraska (1), South Dakota (1), and Wisconsin (2).

*Academe* also provides a salary rating (1–5) for all schools in the same category relative to nation-wide averages: 1\* = 95 % or better, 1 = 80-94 %, 2 = 60-79 %, 3 = 40-59 %, 4 = 20-39 % and 5 = below 20 %. In parentheses immediately following the name of the school is its rating averaged over the four years compared to the national average. For each of the 16 schools, based on the number of faculty in each rank and that rank’s rating, a yearly average was determined before calculating the four-year average (in parentheses).

| <u>Institution</u>        | <u>2007–08</u> | <u>2008–09</u> | <u>2009–10</u> | <u>2010–11</u> |
|---------------------------|----------------|----------------|----------------|----------------|
| St. Olaf (1.96)*          | 68.8           | 71.9           | 71.1           | 72.7           |
| Saint John’s (1.95)       | 63.5           | 66.4           | 67.9           | 68.1           |
| Luther (2.00)*            | 63.1           | 65.8           | 66.4           | 67.2           |
| Coe (3.03)                | 65.0           | 63.9           | 61.9           | 64.1           |
| Gustavus Adolphus (2.47)* | 62.5           | 64.3           | 64.2           | 61.9           |
| Carthage (2.45)*          | 60.3           | 61.8           | 64.1           | 65.5           |
| Augustana, IL (2.66)*     | 60.7           | 62.2           | 62.9           | 65.0           |
| St. Norbert (2.42)        | 58.8           | 62.4           | 62.5           | 62.8           |
| Concordia (2.94)*         | 58.1           | 60.4           | 60.2           | 61.4           |
| <b>Wartburg (3.78)*</b>   | <b>57.8</b>    | <b>58.8</b>    | <b>59.0</b>    | <b>58.6</b>    |
| Central (3.78)            | 56.0           | 57.4           | 56.1           | 57.0           |
| Millikin (2.79)           | 54.1           | 58.0           | 57.0           | 56.6           |
| Simpson (3.83)            | 54.9           | 56.3           | 55.7           | 56.1           |
| Nebraska Wesleyan (4.47)  | 52.5           | 53.4           | 54.2           | 54.6           |
| Augustana, SD (3.99)*     | 50.9           | 54.0           | 53.6           | 55.3           |
| Loras (4.46)              | 52.9           | 51.8           | 51.8           | 54.8           |

It is interesting to compare salary rankings of Coe, Millikin and Wartburg in the table. Because of the number of full professors at Coe and Wartburg (approximately 45 % and 40 %, respectively), the total salary rankings for the two schools are above that of Milliken (13 % full professors). Since Coe does not report any salaries for instructors, the average ratings are deflated while keeping the average salaries high. Millikin’s ratings are mostly 3’s with a few 2’s, which put its rating average slightly below a 3.0 value. In the case of Wartburg, nearly 70 % of its faculty are full and associate profes-

sors with mostly 4's (and a few 3's), which put its rating average slightly below a 4.0 value.

Over the four years, Wartburg salaries have remained flat (within +/- \$1,000 range). Relative to the other schools in the table, Wartburg has remained at the lower end of the "middle of the pack" in 10<sup>th</sup> place. With the four extra ELCA schools omitted, Wartburg stands in the middle in 6<sup>th</sup> place.

The most discouraging aspect of the salary comparison is the decline in real terms, i.e., CPI-adjusted purchasing power over the four years. According to the National Bureau of Economic Research, the recession began in December 2007 and ended in June 2009. For the 4 years considered here, the consumer price index (CPI) has increased 4.1 %, 0.1 %, 2.7 % and 1.5 %, respectively. Like Wartburg, Central and Simpson were flat over this period. Coe and Loras showed dips in salary averages, while Gustavus and Millikin peaked slightly in the middle two years. Downward trends result from no salary increase coupled with the replacement of senior faculty with lower-paid junior faculty. All the rest trended upwards, but only two of the 16 schools exceeded the cumulative CPI over this 4-year period. At the other 14 institutions, faculty effectively suffered varying levels of salary reduction.

Benefit figures provide another comparison of how well/poorly Wartburg is doing compared to these 16 peer institutions. Institutional contributions to benefits (i.e., not the amount received by the faculty member, but the approximate "cost" to the institution) include contributions for (1) social security, (2) retirement, (3) medical/dental insurance, (4) group life insurance, (5) disability income protection, (6) unemployment and worker compensation, and (7) tuition for faculty dependents.

In the table below, benefits are reported as percentage of salary. The schools are again listed in order of salary ranking. These percentiles range from 20.3 % at the bottom to 37.5 % at the top. The median percentile for the first 3 years stays at about 30.3 %, jumping upwards to 31.5 % for 2010–11. Wartburg is in the top three for all years except 2009–10 when TIAA-CREF retirement benefits were decreased by 2 %.

| <u>Institution</u> | <u>2007–08</u>   | <u>2008–09</u>   | <u>2009–10</u>   | <u>2010–11</u>   |
|--------------------|------------------|------------------|------------------|------------------|
| St. Olaf           | 31.9 (178)       | 31.9 (188)       | 33.4 (201)       | 34.2 (206)       |
| Saint John's       | 32.4 (136)       | 31.0 (137)       | 31.2 (133)       | 32.5 (136)       |
| Luther             | 33.9 (177)       | 31.7 (178)       | 32.8 (177)       | 33.2 (180)       |
| Coe                | 32.1 (78)        | 30.5 (81)        | 28.4 (85)        | 27.5 (83)        |
| Gustavus Adolphus  | 28.3 (194)       | 30.8 (195)       | 32.5 (197)       | 36.5 (201)       |
| Carthage           | 37.5 (135)       | 36.5 (142)       | 37.0 (145)       | 34.3 (146)       |
| Augustana, II      | 25.8 (163)       | 26.4 (167)       | 27.3 (167)       | 25.7 (170)       |
| St. Norbert        | 35.8 (109)       | 36.1 (101)       | 36.2 (105)       | 36.5 (104)       |
| Concordia          | 20.3 (180)       | 21.4 (182)       | 22.6 (184)       | 23.0 (186)       |
| <b>Wartburg</b>    | <b>34.2 (90)</b> | <b>35.0 (92)</b> | <b>31.3 (91)</b> | <b>35.9 (87)</b> |
| Central            | 25.4 (83)        | 26.1 (88)        | 25.2 (88)        | 26.8 (88)        |
| Millikin           | 28.0 (146)       | 26.0 (147)       | 24.9 (143)       | 26.0 (143)       |
| Simpson            | 30.6 (92)        | 30.2 (97)        | 31.8 (99)        | 34.1 (98)        |
| Nebraska Wesleyan  | 30.1 (106)       | 28.5 (109)       | 29.1 (109)       | 30.5 (113)       |
| Augustana, SD      | 28.7 (117)       | 27.7 (118)       | 29.2 (124)       | 29.9 (125)       |
| Loras              | 24.4 (113)       | 24.9 (109)       | 22.6 (110)       | 24.3 (110)       |

The numbers in parentheses following the percentile figures indicate the number of teaching faculty upon which salary and benefit figures were based. Wartburg reports salaries/benefits only for ranked teaching faculty; titled teaching faculty salaries/benefits were not included in the figures reported by the Wartburg administration to the AAUP Faculty Compensation Survey. For a more meaningful comparison, the number of Wartburg teaching faculty in parentheses should be increased by 5 across the board.

Full-time student enrollments for the four years range from around 1350 for Coe; around 1600 for Central, Loras, Nebraska Wesleyan and Simpson; near 1800 for Wartburg and Augustana, SD, and around 2000 for Saint John's and St. Norbert. The rest of the school enrollments fall in the mid-2000s, except for St. Olaf, whose enrollment exceeds 3000.

### **SEARCH COMMITTEE SELECTION FOLLOWS AAUP RECOMMENDATIONS**

Along with a March 24 letter to President Colson, Wartburg AAUP officers sent copies of the AAUP statement *Faculty Participation in the Selection, Evaluation, and Retention of Administrators* and the *Statement on Government of Colleges and Universities* to the president for his consideration in the selection of members for the search committee for the new chief academic officer. These two *Redbook* statements set out AAUP-supported standards for faculty participation in the recruitment of Wartburg's new Vice President for Academic Affairs and Dean of the Faculty.

The chapter officers noted that, under the principle of shared governance enunciated in the two statements, the faculty should play a primary role in the selection of the chief academic officer. The following statements are noteworthy:

- "The composition of the search committee should reflect the primacy of faculty interest" (*Faculty Participation*, page 145).
- Faculty representatives to the search committee "should be selected by the faculty according to procedures determined by the faculty" (*Statement on Government*, page 139).

The letter also recommended, based on previous experience with similar search committees, that six faculty members be selected for the committee in order to "provide more effective faculty representation."

AAUP commends President Colson for acting in accordance with its recommendations. Six faculty members were selected by the faculty. Balanced representation was achieved by asking groups A, B and C to each elect a representative and by having the remaining three selected by the president in consultation with faculty council. The eleven-member search committee consists of seven faculty representatives: Chip Bourzard (religion), Julie Kliegl (business administration), Neil Martinsen-Burrell (math), Peter Nash (religion and liberal studies), Amy Nolan (English), Todd Reiher (psychology) and Stephanie Toering-Peters (biology). Todd Reiher is chair of the committee, and Peter Nash serves on the committee as Affirmative Action administrator.

*Editor's note: All members of the Wartburg faculty, not just AAUP members, are invited to make contributions to the newsletter. Submissions should be sent to the editor, Brian Jones, at [brian.jones@wartburg.edu](mailto:brian.jones@wartburg.edu).*