

**Critical & Creative Thinking:  
Ways to Look at Half a Glass of Water  
Faculty Senate Chair's Report**

- Eastern Kentucky University's fall enrollment is 16,515. That's a 2 percent increase from this date last year.
- A Chronicle of Higher Education Survey of chief financial officers reveals that 62% believe the worst is yet to come. (10/25/09)
- In 2008-2009, the for-profit sector of higher education enrolled less than 10 percent of all college students but received approximately 23 percent of the federal student aid dollars. (Approximately \$24-billion dollars)
- Western Kentucky University in June approved a \$382 million budget that covered its fixed-cost increases, funded 16 new full-time faculty positions and an Aug. 1 salary increase of 2 percent for faculty and staff in addition to the 1.5 percent boost to base salaries that went into effect July 1.
- Western Kentucky University part-time members received a 10% increase in stipends.
- The U.S. Senate Education Committee investigated ~~For~~-Profit Schools."

Financial stewardship in higher education too often stops at balancing the budget. Annual budgets are important but our annual budgets are not clearly indicating our trends and are not allowing us to do meaningful comparisons.

We also need to know student enrollment by program, cost per student, and alumni participation in our annual funding. Student enrollment numbers need to be timely so we can analyze trends and attempt to make adjustments. Not doing this can allow our competitors to make and establish market gains before we even have a chance to react.

"If we get fixated on balancing the budget, we will never have any control of costs," and that will lead to higher tuition and deteriorating academic quality, Mr. Thomas C. Longin (consultant). "If you simply focus on getting out of the hole you're in, you'll just get in deeper."

EKU needs to know what it is getting for its investments. Each year we need to review a breakdown of net revenue by program. This means knowing every penny that we earn and every penny that we spend. Establishing an accounting system to handle this net revenue model may be costly, but it would provide ECU with the kind of data needed to conduct meaningful strategic financial planning.

For example, how much does a university's \_\_\_\_\_ program/department cost on a per-credit-hour basis? What is the student demand for that major, and how does the course load for full-time professors in the \_\_\_\_\_ program/department compare against national/like institution's averages?

In a publication from the American Council of Trustees Institute for Effective Governance, ~~–Cutting Costs: A Trustees Guide to Tough Economic Times~~" the following key questions are suggested:

- How does spending on student instruction compare with spending on administration? How has it changed over time – in other words, which sector is growing more rapidly?
- Specifically, what is the expenditure per full time student (FTE) for “institutional support” (expenses not related to instruction) as reported to the federal government, and what percentage of total expenses does it represent? How does it compare with spending by the school’s peer institutions?
- Insist that sub-categories of institutional support be clearly detailed: executive level management, legal expenses, lobbying and public relations, travel, etc.
- Compare institutional support expenditure with direct expenditure per full-time student for instruction—the cost of teaching. Given the complexities of different student programs, it will also be useful to see the expense per student credit hour for instruction.
- How have faculty and administrative salaries moved over time, relative to inflation?
- How has the number of faculty changed relative to enrollment?
- How has the number of administrators changed relative to enrollment?
- What does each and every academic program cost? How many students does each program serve relative to its cost?

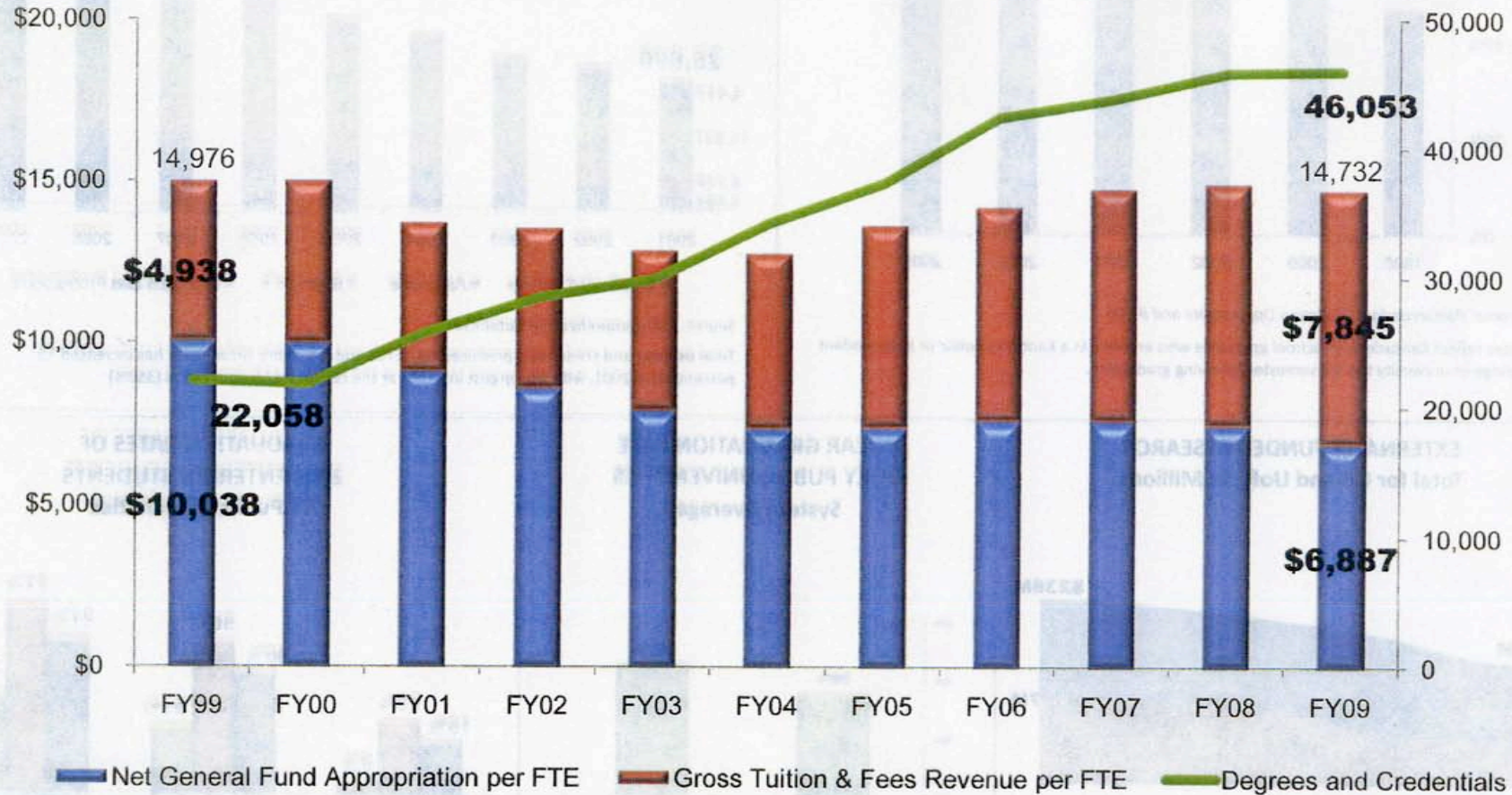
We need accurate and timely enrollment data, financial information, and marketing reports about our various programs. This information would help us to identify where most of our costs are located, and allow us to analyze their value. Then we can begin meaningful critical and creative thinking that would benefit ECU and the Commonwealth of Kentucky.

**Other Points of Interest:**

- On-line courses
- Faculty liability for outside the classroom activities
- Kentucky Retirement
- ECU Middle College

## POSTSECONDARY PROGRESS IN KEY AREAS

TOTAL PUBLIC FUNDS PER FTE AND DEGREE AND CREDENTIAL PRODUCTION  
KY Publics Only, in Constant Dollars



Over the decade, the level of state support for higher education (net general fund appropriation per full-time equivalent or FTE enrollment) has decreased, while the level of student/family support has increased. At the same time, degrees and credentials produced by KCTCS and public institutions has more than doubled.

## Percent Full-Time Faculty

|                                    | 2002          | 2003          | 2004          | 2005          | 2006          | 2007          | 2008          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Centre College                     | 100.00%       | 100.00%       | 92.80%        | 92.80%        | 91.40%        | 91.40%        | 94.50%        |
| Kentucky State University          | 97.20%        | 97.20%        | 95.50%        | 95.50%        | 96.80%        | 96.80%        | 81.60%        |
| Appalachian State University       | 96.30%        | 96.30%        | 95.40%        | 95.40%        | 97.40%        | 97.40%        | 96.20%        |
| Murray State University            | 96.00%        | 96.00%        | 73.50%        | 73.50%        | 72.30%        | 72.30%        | 67.90%        |
| Berea College                      | 87.60%        | 87.60%        | 100.00%       | 100.00%       | 85.50%        | 85.50%        | 81.50%        |
| University of Kentucky             | 80.10%        | 80.10%        | 78.60%        | 78.60%        | 79.10%        | 79.10%        | 82.00%        |
| Transylvania University            | 80.00%        | 80.00%        | 96.30%        | 96.30%        | 84.40%        | 84.40%        | 85.00%        |
| Morehead State University          | 72.60%        | 72.60%        | 76.00%        | 76.00%        | 70.80%        | 70.80%        | 73.40%        |
| University of Louisville           | 71.80%        | 71.80%        | 71.60%        | 71.60%        | 70.70%        | 70.70%        | 72.80%        |
| <b>Eastern Kentucky University</b> | <b>65.50%</b> | <b>65.50%</b> | <b>59.70%</b> | <b>59.70%</b> | <b>56.60%</b> | <b>56.60%</b> | <b>62.30%</b> |
| Western Kentucky University        | 59.40%        | 59.40%        | 57.70%        | 57.70%        | 62.70%        | 62.70%        | 63.30%        |
| Northern Kentucky University       | 54.50%        | 54.50%        | 58.10%        | 58.10%        | 57.00%        | 57.00%        | 48.90%        |

## Full-Time Undergrad Student to Faculty Ratio

|                                    | 2002     | 2003     | 2004      | 2005      | 2006      | 2007      | 2008      |
|------------------------------------|----------|----------|-----------|-----------|-----------|-----------|-----------|
| Appalachian State University       | 5        | 5        | 18        | 18        | 17        | 17        | 19        |
| Western Kentucky University        | 5        | 5        | 20        | 20        | 19        | 19        | 23        |
| Murray State University            | 6        | 6        | 17        | 17        | 18        | 18        | 22        |
| Northern Kentucky University       | 6        | 6        | 17        | 17        | 16        | 16        | 21        |
| <b>Eastern Kentucky University</b> | <b>7</b> | <b>7</b> | <b>17</b> | <b>17</b> | <b>18</b> | <b>18</b> | <b>21</b> |
| Transylvania University            | 8        | 8        | 14        | 14        | 14        | 14        | 14        |
| Berea College                      | 8        | 8        | 12        | 12        | 11        | 11        | 12        |
| Centre College                     | 9        | 9        | 12        | 12        | 12        | 12        | 12        |
| Kentucky State University          | 11       | 11       | 11        | 11        | 11        | 11        | 16        |
| University of Kentucky             | 12       | 12       | 9         | 9         | 9         | 9         | 9         |
| University of Louisville           | 13       | 13       | 8         | 8         | 8         | 8         | 10        |

## 2008 Comparison

|                                    | 6-Year Grad Rate | 4-Year Grad Rate | Percent Full-Time Faculty | % Pell Recipients Among Freshman | Average Institutional Grant Aid |
|------------------------------------|------------------|------------------|---------------------------|----------------------------------|---------------------------------|
| Centre College                     | 82.20%           | 80.90%           | 94.50%                    | 13.00%                           | \$13,810                        |
| Transylvania University            | 69.60%           | 63.50%           | 85.00%                    | 23.00%                           | \$10,090                        |
| Appalachian State University       | 64.10%           | 40.00%           | 96.20%                    | 16.00%                           | \$1,678                         |
| Berea College                      | 63.80%           | 44.40%           | 81.50%                    | 82.00%                           | \$22,218                        |
| University of Kentucky             | 57.70%           | 28.50%           | 82.00%                    | 17.00%                           | \$5,746                         |
| Murray State University            | 49.10%           | 33.00%           | 67.90%                    | 28.00%                           | \$6,004                         |
| Western Kentucky University        | 47.30%           | 20.60%           | 63.30%                    | 36.00%                           | \$4,843                         |
| <b>Eastern Kentucky University</b> | <b>37.70%</b>    | <b>13.70%</b>    | <b>62.30%</b>             | <b>57.00%</b>                    | <b>\$1,554</b>                  |

|                                    | % Age 25+ Students | % Part-Time Students | % Nonresident Alien Students | ACT Composite 75th Percentile | ACT Composite 25th Percentile |
|------------------------------------|--------------------|----------------------|------------------------------|-------------------------------|-------------------------------|
| Centre College                     | 0.20%              | 0.30%                | 2.30%                        | 30                            | 26                            |
| Transylvania University            | 0.60%              | 1.00%                | 0.00%                        | 29                            | 23                            |
| Appalachian State University       | 8.70%              | 6.50%                | 0.50%                        | 25                            | 20                            |
| Berea College                      | 5.60%              | 3.20%                | 7.20%                        | 25                            | 21                            |
| University of Kentucky             | 9.50%              | 10.60%               | 1.00%                        | 26                            | 21                            |
| Murray State University            | 19.20%             | 16.80%               | 1.80%                        | 25                            | 19                            |
| Western Kentucky University        | 19.10%             | 19.70%               | 1.30%                        | 24                            | 18                            |
| <b>Eastern Kentucky University</b> | <b>23.70%</b>      | <b>19.50%</b>        | <b>1.00%</b>                 | <b>23</b>                     | <b>18</b>                     |

Percentage of Freshman Receiving Pell Grants: Percentage of full-time, first-time degree/certificate-seeking undergraduate students who received Pell grants.

Average Institutional Grant Aid / Full-Time First-Time Students: Average amount of institutional grants (scholarships/fellowships) received by full-time, first-time degree/certificate-seeking undergraduate students.

**UNDERGRADUATE ENROLLMENT BY MAJOR**  
**Majors > 194 in 2009**  
**FALL FIVE-YEAR HISTORY**

|                                | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| BS in Elementary Educ (P-5)    | 761         | 776         | 862         | 850         | 790         |
| BS in Criminal Justice         | 642         | 687         | 683         | 685         | 744         |
| BSN in Pre-Nursing             | 550         | 488         | 493         | 491         | 604         |
| BS in Psychology               | 420         | 416         | 408         | 437         | 465         |
| BS in Fire & Safety Technology | 219         | 229         | 254         | 358         | 426         |
| ASN in Pre-Nursing             | 294         | 257         | 294         | 258         | 348         |
| BS in Occupational Science     | 228         | 223         | 248         | 256         | 305         |
| BBA in General Business        | 216         | 227         | 310         | 298         | 255         |
| BSW in Social Work             | 267         | 247         | 226         | 244         | 247         |
| BBA in Accounting              | 250         | 242         | 252         | 246         | 244         |
| BBA in Marketing               | 129         | 165         | 205         | 236         | 239         |
| BS in Middle Grade Educ        | 158         | 138         | 152         | 172         | 195         |

**NUMBER OF UNDERGRADUATE MAJORS  
REPORTED IN 2009  
NUMBER OF PROGRAMS BY COLLEGE**

|                                  | <b>&lt; 50 Majors</b> | <b>&lt; 10 Majors</b> | <b>NO Majors</b> |
|----------------------------------|-----------------------|-----------------------|------------------|
| College of Arts & Sciences       | 54                    | 37                    | 18               |
| College of Business & Technology | 33                    | 17                    | 10               |
| College of Education             | 10                    | 8                     | 5                |
| College of Health Sciences       | 30                    | 15                    | 10               |
| College of Justice & Safety      | 18                    | 13                    | 4                |
| <b>Total Programs</b>            | <b>145</b>            | <b>90</b>             | <b>47</b>        |