A STUDY OF LINDENWOOD COLLEGE FACULTY CHARACTERISTICS FOR THE ACADEMIC YEARS, 1966-67 THROUGH 1969-70

Prepared for the Meeting of the Lindenwood College Board of Directors, May 30, 1969

May 29, 1969

Dear Director:

Rather fundamental changes have taken place in the nature and quality of the Lindenwood College faculty over a four year period. Qualitative measures, however, are difficult to come by, for it is the intangible interaction between students and faculty inside and outside of the classroom that is the real criterion of quality, that makes a new academic program, hence a college, vital and valid.

Unfortunately, we do lack truly effective quality measures in American higher education. Instead, we are most often forced to rely on impressions that have more of a subjective than an objective base. It is only through rather conventionally-held quantitative measures of faculty strength and weakness that we are able to evaluate our impressions in a more objective manner. This study reports, in a comparative way, conventional measures of the Lindenwood College faculty for the four academic years, 1966-67 through 1969-70.

The Board of Directors is informed of changes in the nature of Lindenwood's faculty not only because a status report is timely and appropriate. Equally important to me, this study conveys the results of faculty growth due to meritorious policy support and formal commitment of the Board of Directors.

As Vice-President and Dean of the College, I would like to extend my personal thanks to you for enabling my colleagues and me to strengthen the individual development of existing faculty and to attract to Lindenwood the outstanding talents of new faculty members.

Sincerely yours,

Gary H. Quehl

Gary H. Quehl
Vice President and Dean of the College

GHQ:fp

OVERVIEW

The generalizations that are included in this overview are supported by data which appear in Tables I-XII that immediately follow.

A. The Size of the Faculty

1. During the academic years, 1966-67 through 1969-70, a small reduction in the size of the faculty has occurred (Table I).

2. We have reduced by five the number of full-time faculty members. Only six of the total teaching faculty are part-time instructors.

B. The Sex and Age of Faculty Members

1. The proportion of male to female faculty members has almost exactly reversed over the four years, with the present majority of the faculty being male (63%) (Table II).

2. The age of the faculty has remained relatively constant over the four years, ranging from an average 39 to 44, with a mean age of 43 for the 1969-70 year (Table III).

C. The Professorial Rank of Faculty Members

1. Several changes have occurred with regard to the proportion of faculty members who hold the professorial ranks of Instructor, Assistant Professor, Associate Professor, and Professor (Table IV).

2. A sharp reduction occurred over the four years in the number of faculty who hold the rank of Instructor (from 17% to 7%). This trend has been the result of a national movement away from the Instructor rank and internal upward mobility on the part of our own faculty.

3. The greatest change, therefore, has occurred in the rank of Assistant Professor. Representing less than one-third of the faculty in the academic years 1966-67 and 1967-68, Assistant Professors have emerged to represent more than one-third of the total faculty for 1969-70. This trend is judged to be desirable.

4. Less than one-third of the faculty hold the Associate Professor rank, and this proportion has remained relatively constant over the four years. It is believed that the present proportion of faculty at this rank should be reduced. Since this rank is typically awarded at the granting of tenure, the control over institutional permanence and size at the Associate Professor rank will be the tenure decision. One retirement at the end of the 1969-70 year will help desired reduction at this rank.

5. Less than one-third of the faculty hold the rank of full Professor, and this proportion has remained about the same for the four years. It is believed that the proportion of full-Professors must be reduced in the future. Three retirements after the 1969-70 year will help to accomplish this goal.

D. The Proportion of Faculty in the Three Academic Divisions

1. Important changes have occurred in the composition of the faculty when one considers the proportion of faculty in the Humanities Division, the Social Science Division, and the Division of Natural Sciences and Mathematics (Table V).

2. Due to its traditional program and the nature of the student body, Lindenwood was for many years strongest in the Humanities. Faculty in this Division represented more than one-half of the total faculty in 1966-67. Since that time, however, there has been a decrease; less than one-half of the total faculty are represented by the Humanities Division.

3. Continuation of a foreign language requirement for the B.A. degree makes necessary the presence of a large Department of Modern Languages in the Humanities Division.

4. The rise of Social Science and Natural Science programs and curricula has led to the employment of new faculty in these sciences over the last three years. This employment trend has increased the proportion of social and natural science faculty to more than one-half of the total faculty, a trend that will be continued in the future.

5. The Humanities Division includes seven departments, and the Social Science and Natural Science Divisions together encompass ten departments, thereby bringing about a better balanced faculty within the college to meet student academic plans and preferences.

E. Academic Tenure of the Faculty

1. The proportion of the Lindenwood faculty who held or were awarded academic tenure during the four years has remained remarkably the same, although there has been a slight, desirable decrease (Table VI).

2. Precisely one-half of the full-time faculty of Lindenwood will hold academic tenure as we begin the 1969-70 academic year.

3. No additional faculty members have been awarded tenure for the 1969-70 year.

4. When the proportion of faculty members who are tenured at each professorial rank is taken into account, slight but significant changes have occurred over the four years (Table VII).

a. Of the total tenured faculty members, more than one-half were full Professors in 1966-67. A decrease to less than one-half over the four years can be attributed to retirements and to the addition of highly qualified new members of the faculty at the professorial level.

b. Of the total tenured faculty members, slightly more than one-third are Associate Professors. This proportion decreased only slightly during the four years.

c. Of the total tenured faculty members, about one-tenth are Assistant Professors. This proportion has approximately doubled over the four years and is to be explained largely by the fact that these faculty members were advanced to the rank of Assistant Professor from Instructor but held tenure prior to 1966-67.

5. More stringent requirements for the granting of tenure are being developed, and they will be rigidly administered.

F. Terminal Degrees of the Faculty

1. Due to the attractiveness of the new academic program and a competitive level of financial compensation, Lindenwood has been able to develop within and attract to its faculty an unusually large percentage of individuals who have completed the terminal degree (Table VIII).

2. Growth in the percentage of faculty who have earned terminal degrees is very unusual, in that the achievement has been made in such a short period of time. Terminal degrees have increased from 37% in 1966-67 to 57% for 1969-70. The expected completion of doctoral dissertations during the 1969-70 year by four faculty members would increase this percentage to 65%, more than two times the national average for liberal arts colleges (26%).

3. While the proportion of faculty members holding terminal degrees has increased at each professorial rank, the rate of increase has been disproportionate (Table IX).

   a. A small increase in terminal degrees over the four years occurred within the Professor rank (from 83% to 87%).

   b. A phenomenal increase in terminal degrees occurred over the four years within the rank of Assistant Professor (from 12% to 53%).

   c. Less dramatic but still significant has been the increase in terminal degrees over the four years for faculty holding the Associate Professor rank (from 31% to 47%).

G. Financial Compensation for the Faculty

1. A planned commitment to dramatically improve the economic well-being of the Lindenwood faculty has placed the college in an excellent com-

petitive position. Lindenwood has no peer among other Missouri liberal arts colleges, and it surpasses the average compensation at most of the state institutions. It also stands among the leaders in this region of the country. There is little doubt that this commitment to financial compensation has been the leading reason for our ability to attract outstanding teaching faculty, most of whom have the terminal degree (Table X).

a. The American Association of University Professors annually rates college and university financial compensation to faculty at each professorial rank on a scale that ranges from AA (the highest) to F (the lowest), with gradations of A, B, C, D, and E in between.

b. In 1966-67, the average compensation at Lindenwood College was rated "C" level by the AAUP at all professorial ranks.

c. A major increment in 1967-68 boosted average compensation 18% for both Instructors and Assistant Professors. These increases earned an AAUP rating of "B" for both of the ranks.

d. Additional increases in 1968-69 raised average compensation by 9% in both the Instructor and the Associate Professor rank. AAUP ratings of "A" and "B", respectively, were awarded.

e. Having achieved a very respectable level of average compensation for all ranks in 1968-69, it necessitated only small increments of approximately 6% at each rank to enable average compensation for Instructors to be rated "A", Assistant Professors "B", Associate Professors "B", and Professors "C" for the 1969-70 year.

f. The awarding of a "B" rating for the average compensation of full Professors by the AAUP is an extraordinary achievement for a liberal arts college in this region of the country. It is a goal worth pursuing. While it would have been desirable to increase significantly the average compensation of full Professors during the four year period (the percentage of annual increase for Professors each year was less than the other three ranks), the goal of "B" rating was clearly impossible. For example, an average increase of $2,081 in compensation for each Professor would have been necessary to reach the "B" level for the 1968-69 academic year.

2. Extremely important to an understanding of the financial compensation of Lindenwood faculty is the necessity to distinguish between average salary and average fringe benefits. The combination of the two make up our total average compensation each year, and it is on the basis of this average that we are compared with other colleges and universities throughout the nation by the AAUP (Tables XI-XII).

a. While Lindenwood has achieved a very strong level on average compensation, it must be noted that this strength, when compared with the national average of all other colleges and universities, comes mainly from salary and not fringe benefit programs.

b. To demonstrate the imbalance between salary and fringe benefits, when considering total compensation, we can compare Lindenwood's figures with the national averages in 1967-68. In that year, Lindenwood's average total compensation was $11,057, of which $706 or 6.7% was in fringe benefits. National data reported an average total compensation of $12,047, of which $1,014 or 8.4% was in fringe benefits (Source: AAUP Bulletin, June, 1968, p. 197).

c. The comparative weight of salary vs. fringe benefits will continue to have some effect on our AAUP rating. Salary represents real capital outlay to every faculty member each year. On the other hand, such fringe benefit programs as disability, life, and medical insurance represents real increments to a faculty member's total compensation (hence average institutional compensation), while the college has the financial advantage of obtaining low group rates. Likewise, educational benefits for faculty spouses and children at Lindenwood "cost" the college income which may or may not have been forthcoming, but such a program might not involve any actual capital outlay.

d. A possible strategy worth considering for the future, then, might involve a continued maintenance of our fine competitive salary position and a planned program of expanded fringe benefits.

TABLE I. COMPARISON OF NUMBERS OF FULL-TIME AND PART-TIME MEMBERS OF THE TEACHING FACULTY FOR THE ACADEMIC YEARS 1966-67 THROUGH 1969-70

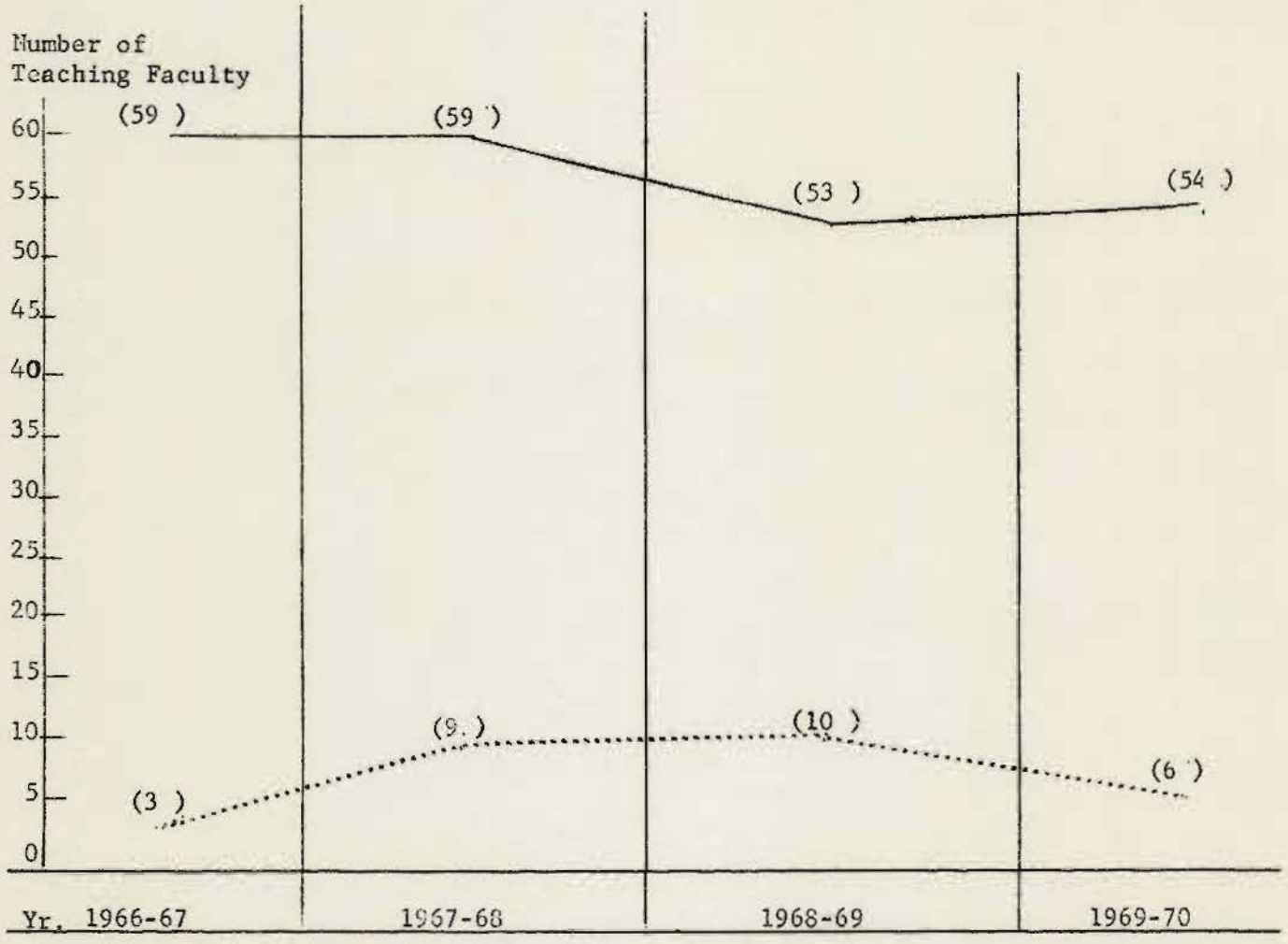


TABLE II. PROPORTION OF MALE AND FEMALE FACULTY MEMBERS FOR THE ACADEMIC YEARS 1966-67 THROUGH 1969-70

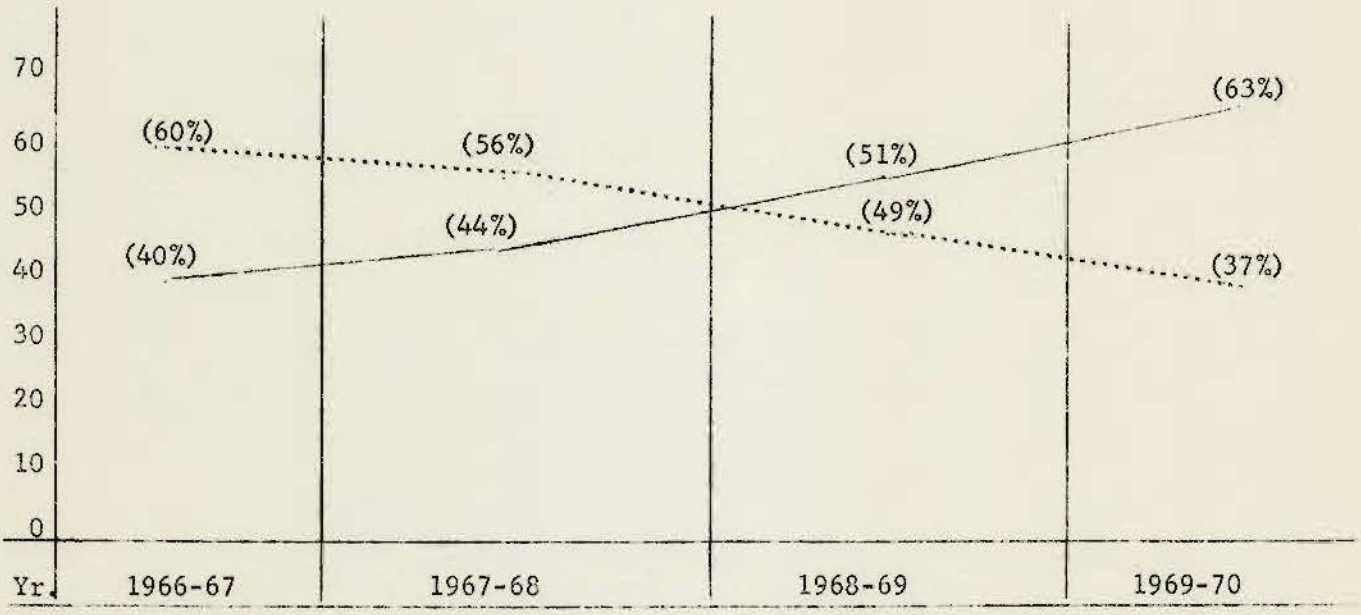
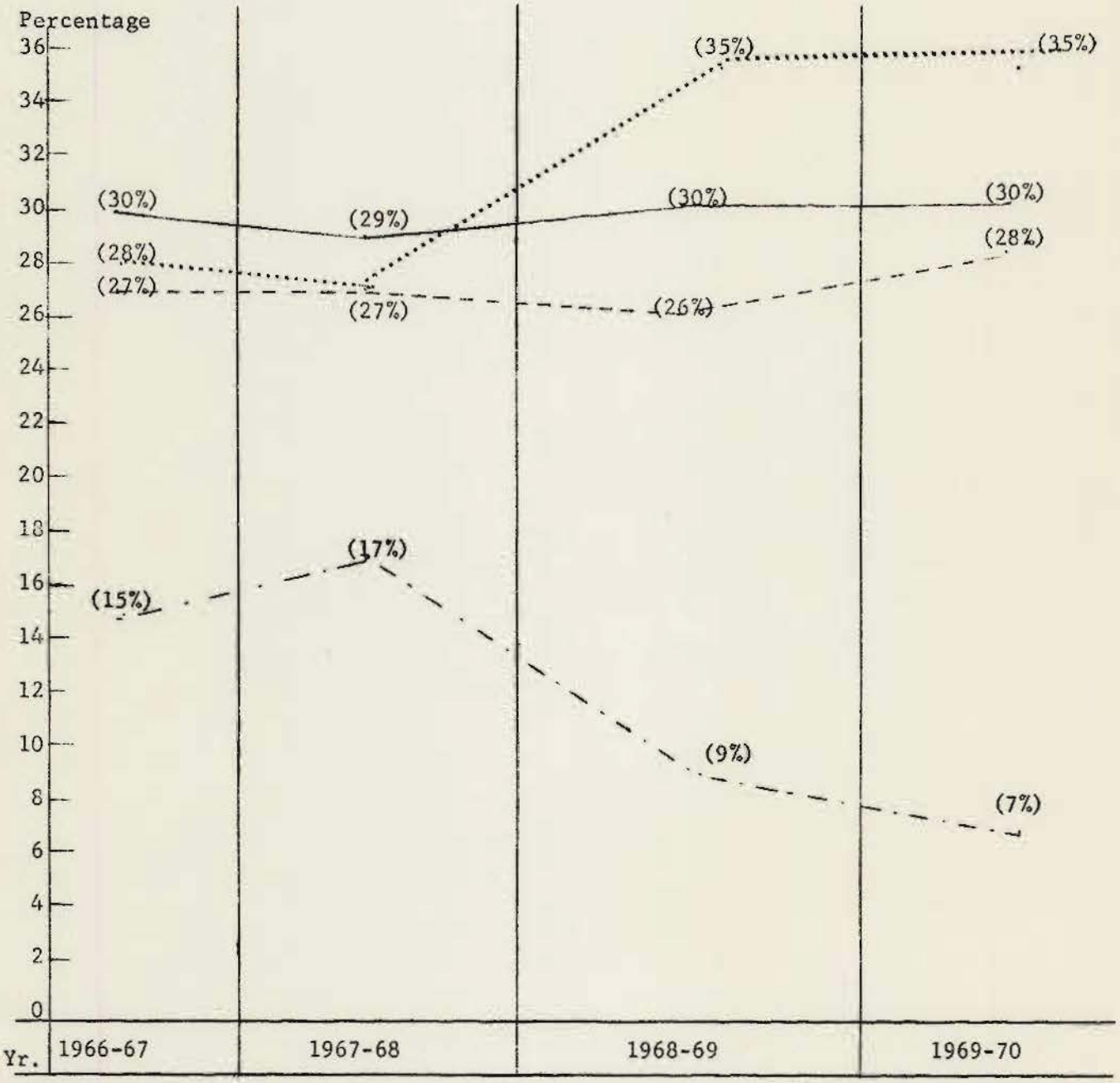


TABLE III. FACULTY AGE DISTRIBUTION AND MEAN AGE OVER THE ACADEMIC YEARS 1966-67 THROUGH 1969-70

AGE DISTRIBUTION	FACULTY IN 1966-67	FACULTY IN 1967-68	FACULTY IN 1968-69	FACULTY IN 1969-70
66-70	0	1	1	2
61-65	7	6	4	4
56-60	5	6	7	5
51-55	5	5	3	2
46-50	8	8	7	7
41-45	7	5	8	5
36-40	7	7	7	8
31-35	10	6	7	12
26-30	8	11	7	8
21-25	2	4	2	1
Total Faculty	59	59	53	54
Mean Faculty Age	43.7	38.7	44.0	42.8

TABLE IV. PROPORTION OF FULL-TIME TEACHING FACULTY AT EACH PROFESSORIAL RANK (INSTR., ASS'T. PROF., ASSOC. PROF., PROFESSOR) FOR THE ACADEMIC YEARS 1966-67 THROUGH 1969-70



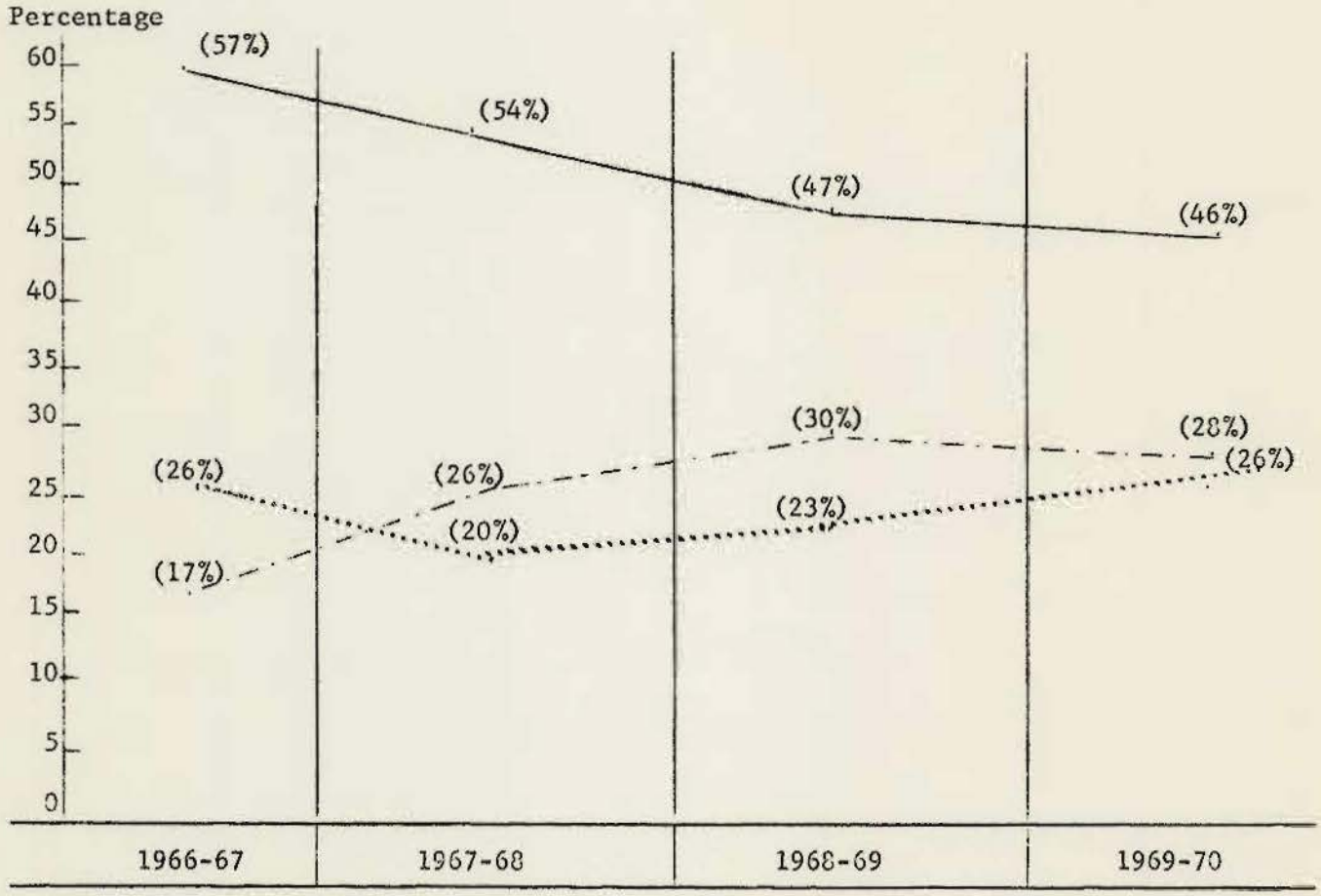
_____ Professor

- - - - - Associate Professor

..... Assistant Professor

_ . _ . _ Instructor

TABLE V. PROPORTION OF FULL-TIME TEACHING FACULTY IN THE DIVISIONS OF HUMANITIES, SOCIAL SCIENCE, AND NATURAL SCIENCE AND MATHEMATICS* OVER THE ACADEMIC YEARS 1966-67 THROUGH 1969-70



*

Humanities Department	Social Science Department	Natural Science Depart.
Art	Economics	Biology
Classics	Education	Chemistry & Physics
Communication Arts	History	Mathematics
English	Political Science	Physical Education
Modern Language	Psychology	
Music	Sociology	
Philosophy & Religion		
	(Secretarial Institute)	

TABLE VI. PROPORTION OF TOTAL TEACHING FACULTY WHO WERE ON ACADEMIC TENURE FOR THE YEARS, 1966-67 THROUGH 1969-70

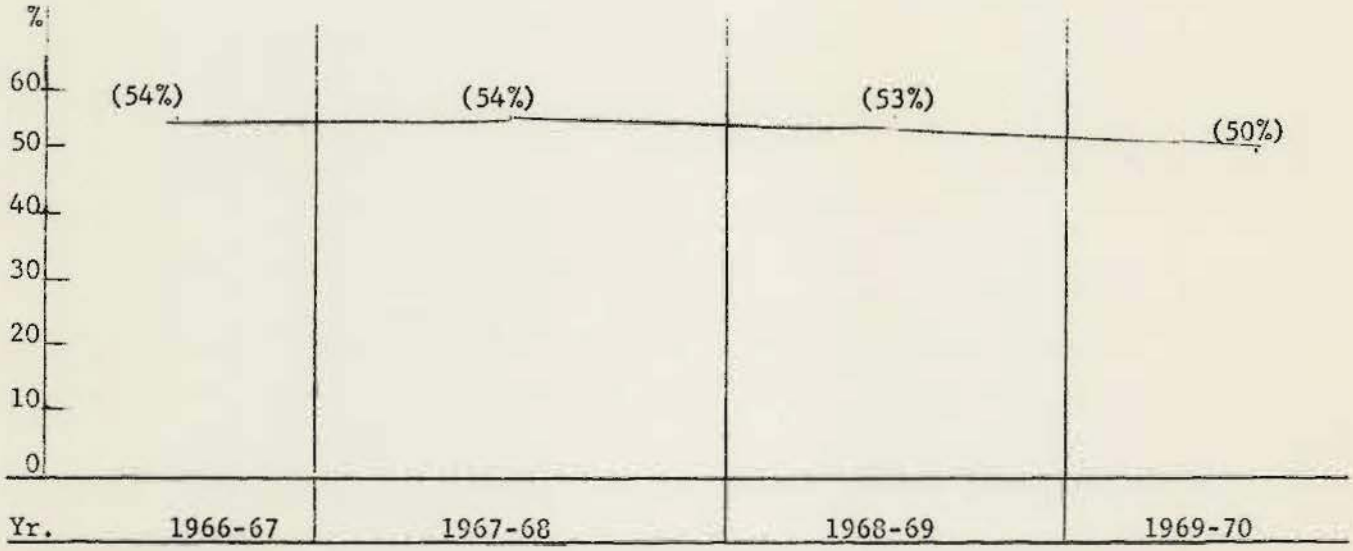


TABLE VII. PROPORTION THAT EACH PROFESSORIAL RANK CONTRIBUTES TO TOTAL TENURED FACULTY FOR THE ACADEMIC YEARS 1966-67 THROUGH 1969-70

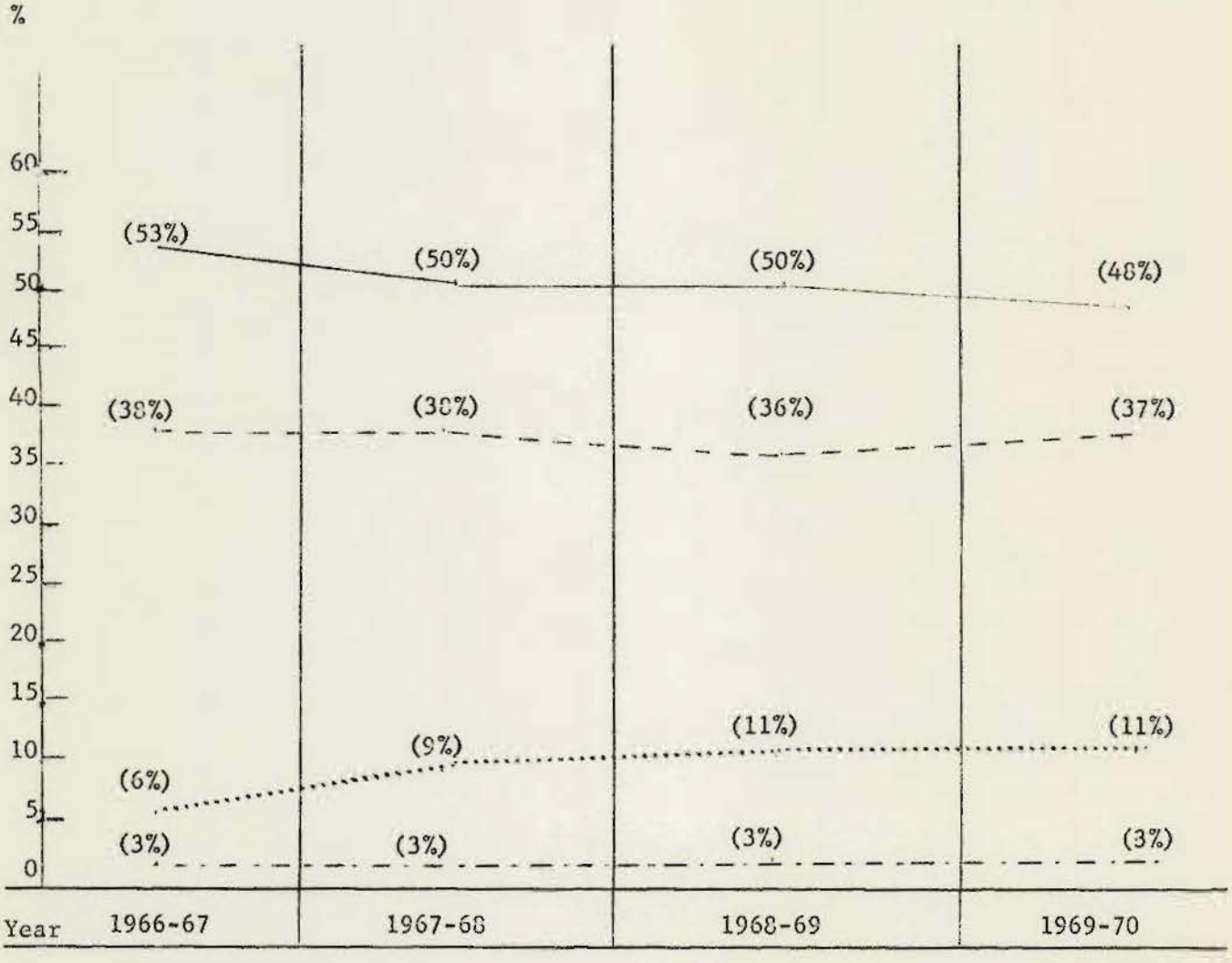
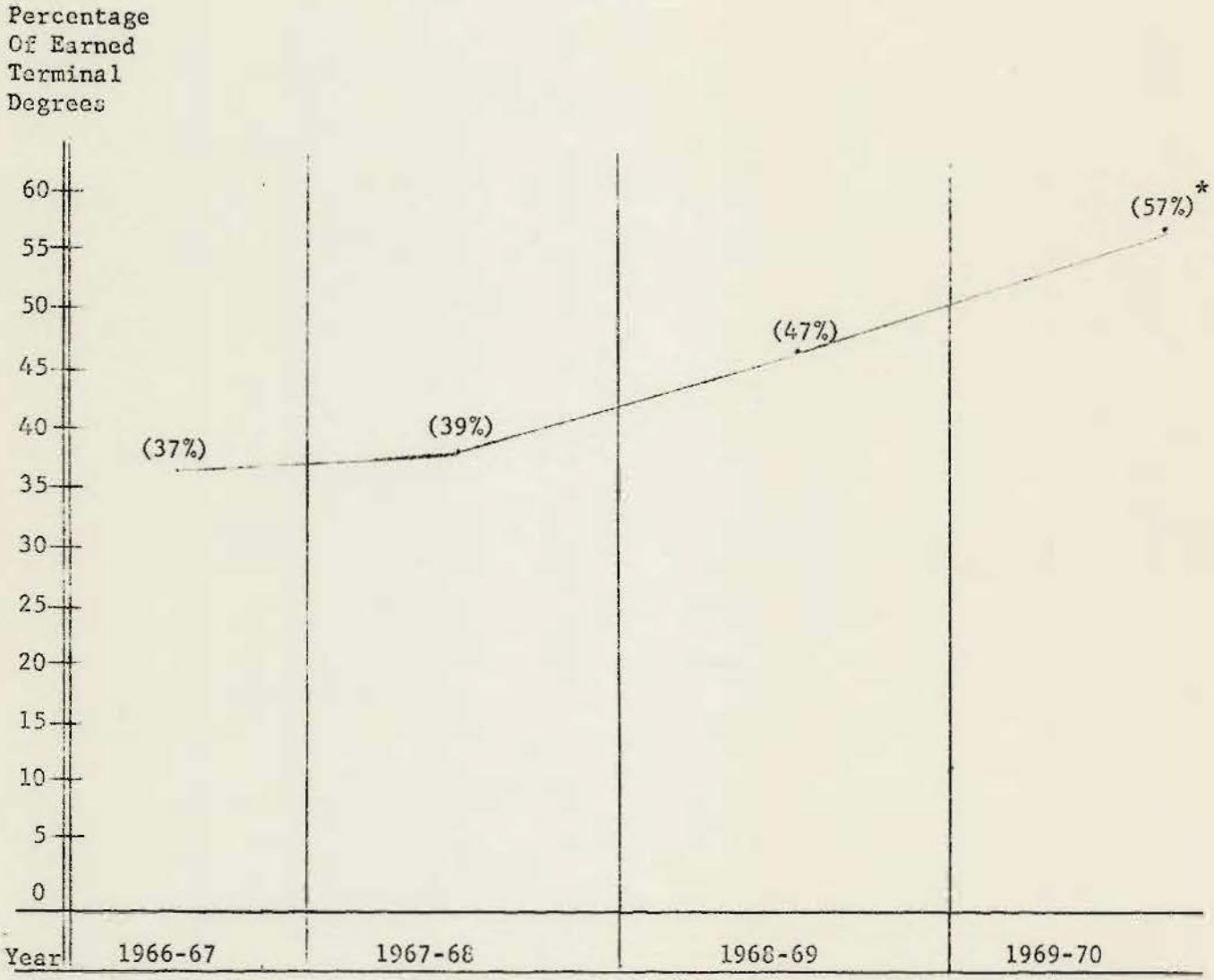


TABLE VIII. GROWTH IN PERCENTAGE OF EARNED, TERMINAL DEGREES OF FULL-TIME TEACHING FACULTY FOR THE ACADEMIC YEARS 1966-67 THROUGH 1969-70



* Four faculty members are presently in the final stages of their doctoral dissertation and expect to have the terminal degree awarded during the 1969-70 academic year. Achievement of all four degrees would increase terminal degrees from 57% to 65% of the total full-time teaching faculty.

TABLE IX. GROWTH IN PERCENTAGE OF TERMINAL, EARNED DEGREES OF FULL-TIME TEACHING FACULTY ACCORDING TO PROFESSORIAL RANK, FOR THE ACADEMIC YEARS, 1966-67 THROUGH 1969-70

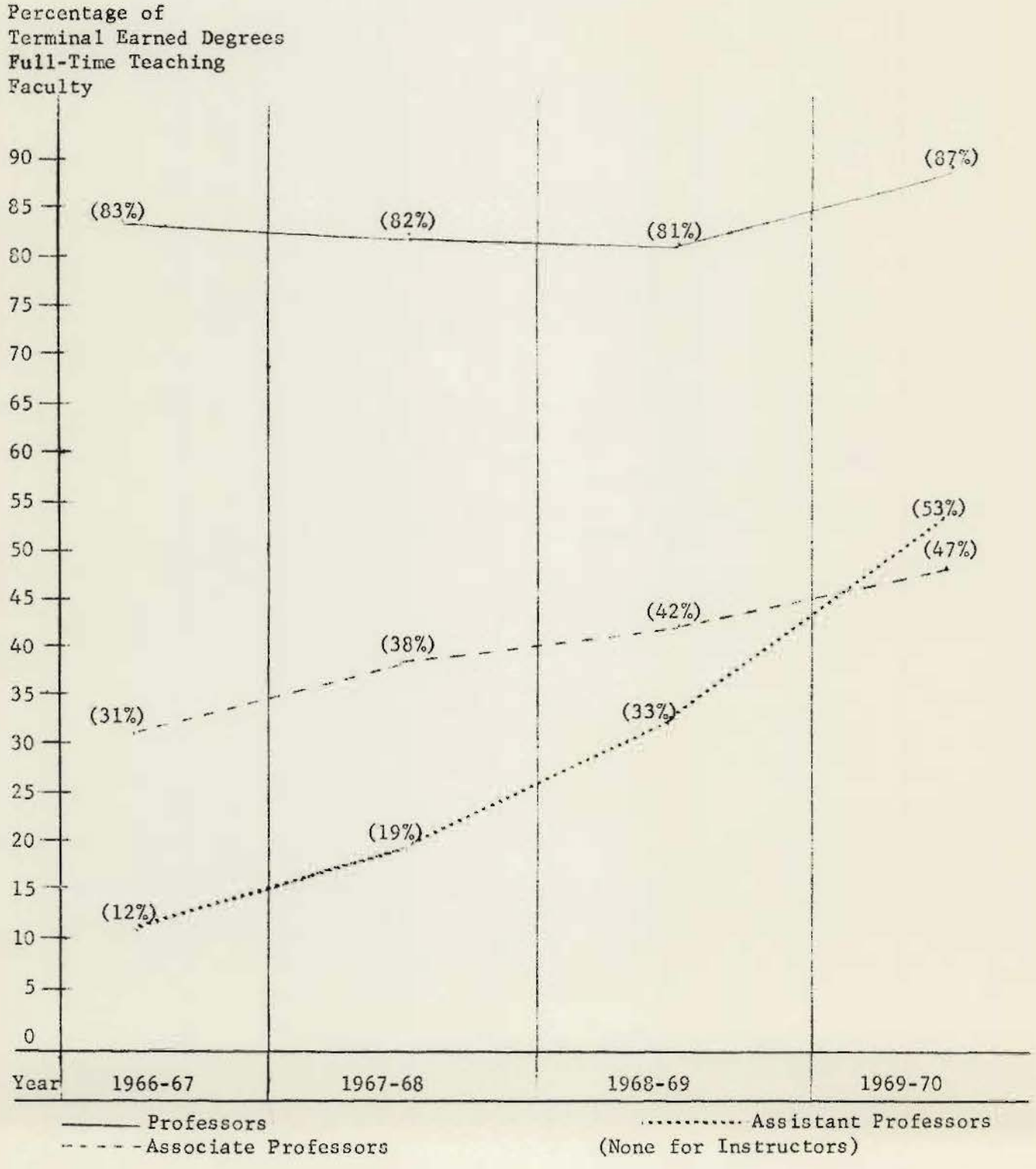


TABLE X. GROWTH IN TOTAL FINANCIAL COMPENSATION WITHIN EACH PROFESSORIAL RANK FOR THE ACADEMIC YEARS, 1966-67 THROUGH 1969-70

RANK	CATEGORY	1966-67	1967-68	1968-69	1969-70
INSTRUCTORS	Total aver. compensation:	$ 6,674	$ 7,893	$ 8,573	$ 9,125
	AAUP Rating:	C	B	A	A
	Increase over last year:	-	$ 1,219	$ 680	$ 552
	% of Increase:	-	18%	9%	6%
ASSISTANT PROFESSORS	Total aver. compensation:	$ 7,844	$ 9,259	$10,029	$10,734
	AAUP Rating:	C	B	B	B
	Increase over last year:	-	$ 1,415	$ 770	$ 705
	% of Increase:	-	18%	8%	7%
ASSOCIATE PROFESSORS	Total aver. compensation:	$10,139	$11,406	$12,464	$13,232
	AAUP Rating:	C	C	B	B
	Increase over last year:	-	$ 1,267	$ 1,058	$ 768
	% of Increase:	-	12%	9%	6%
PROFESSORS	Total aver. compensation:	$13,090	$14,281	$14,919	$15,976
	AAUP Rating:	C	C	C	C
	Increase over last year:	-	$ 1,191	$ 638	$ 1,057
	% of Increase:	-	9%	4%	7%

TABLE XI. GROWTH IN AVERAGE ANNUAL FACULTY SALARY OVER THE ACADEMIC YEARS, 1966-67 THROUGH 1969-70

Year	Average Salary	Amount of increase over former year	Percentage of increase
1966-67	$ 9,259	----	----
1967-68	10,351	$ 1,092	10.5%
1968-69	11,194	843	7.5%
1969-70	11,947	753	6.3%

TABLE XII. RELATIONSHIP BETWEEN AVERAGE COLLEGE SALARY AND OTHER FINANCIAL COMPENSATION FOR THE ACADEMIC YEARS, 1966-67 THROUGH 1969-70

Year	Average Salary	Average Total Compensation	Difference Between Salary and Compensation	% that other Compensation is of Salary
1966-67	$ 9,259	$ 9,908	649	7%
1967-68	10,351	11,057	706	6.7%
1968-69	11,194	12,012	818	7.4%
1969-70	11,947	12,816	869	7.3%
4 year average	$10,188	$11,448	936	7.3%