

PROVOST'S COUNCIL MEETING WITH THE DEANS

August 11, 2015

Minutes

A Provost's Council meeting was held with the Deans on Tuesday, August 11, 2015 to discuss two topics: (1) overloads and summer pay and (2) guidelines for faculty teachloads. Those present were Chandra de Silva (Chair), Oktay Baysal, Jane Bray, Jim Duffy, Shelley Mishoe, Chris Platsoucas, Jim Shaeffer, Jeff Tanner, and Charles Wilson.

1. Background, Current Environment and Challenges

Chandra de Silva stated his objectives for the meeting, which are to involve the Deans more in general policy discussions and to obtain advice and input from the Deans on policy direction. He asked that the discussions be kept confidential. Areas of discussion were as follows.

- Financial management in the Provost's Office. Dr. de Silva stated that the size of the freshman class has been increased partly because of the decline in graduate enrollment. In addition, there has been some increase in online enrollment, but online recruitment is very competitive. More resources are needed.
- Academic implications. The University is becoming more of an undergraduate institution, again because of the decrease in graduate enrollment. Because of this, more effort will need to be made on retention of undergraduates.
- Pressure from legislators and others for decreases in tuition as well as data about faculty teachloads. Questioning will become more intense. There is also increased pressure for the University to be more involved in the community.

Packets distributed to the Deans included the fall weekly enrollment report, summer headcount and FTE trends, all college workload guidelines, individual college workload data, and an individual detailed analysis of overloads in each college.

Jim Duffy provided background information and stressed the importance of enrollment in sustaining income to support the state budget. One-third of the revenue from each credit hour supports auxiliaries, and two-thirds goes to the E&G budget that supports Academic Affairs. At the macro level, he looks at the entire picture. For example, adjunct revenue across the colleges is \$4.8M, but the University is underwriting \$1.3M in overload payments. There is sometimes an inverse correlation between the dollar amount spent and productivity.

2. Summer Enrollment

Mr. Duffy stated that revenue must be generated in the summer sessions. Chandra de Silva asked for specific actions we can take regarding summer enrollment. He noted there are courses held in the summer that have lost money. He asked for the Deans'

thoughts on arranging the summer schedule based on demand and not what faculty are willing to teach. He added we should look at what filled the previous year, schedule those classes, and then determine what else needs to be scheduled. A related issue is to fully schedule both sessions of summer school. The Deans made the following comments.

- The minimum number of students for a class to be held should be enforced.
- Identify demand and look at the institution as a whole, not college by college.
- Offer certificates in the summer.
- Consider reducing the amount paid to faculty by credit hour.
- In some colleges, we can encourage full professors to do research in the summer, not teach.
- Take the customer into account. Consider how we market and to whom we market.
- Consider differential tuition.

There was agreement among the Deans to review summer offerings carefully, to look at demand, to review the mode of delivery, and to work to achieve a balance between session 1 and session 2 offerings.

3. Overload Payments and Summer Pay

Chandra de Silva began the discussion of overload payments and summer pay with two questions.

- a. Should there be a standard payment for teaching across the colleges? More specifically, are the disparities between payments to full professors and lecturers too great?
- b. Why should there be a difference in pay for faculty members teaching a course if they hold the same rank?

Comments and questions from the Deans were as follows.

- More standardization in pay was welcomed by some of the Deans.
- Issues about overload payments also are created by administrative faculty who teach, not just teaching faculty.
- Should we standardize pay for those at the same rank within colleges?
- Differences in pay should be contained.
- Overloads for tenured and tenure-track faculty should be approved only on an exceptional basis.
- Identify which disciplines need overloads and adjuncts.
- Should it be an obligation for administrators who are credentialed to teach one course per year?
- Create a new type of adjunct who is a graduate student with a pay rate less than that for a TA. This would increase the adjunct pool and support graduate students.
- Consider the need for faculty to teach in the College of Continuing Education and Professional Development when faculty pay issues are discussed.

Chandra de Silva summarized the discussion as a consensus that overload payments for tenured faculty, tenure-track faculty, and faculty and administrators on 12-month contracts should be approved only on an exceptional basis and should be justified because of a lack of others to teach or special needs. He asked the Deans to think about a pay scale and indicated this topic will require more discussion.

4. Graduate Enrollment

Chandra de Silva asked the Deans if there were barriers to graduate admission. He also asked whether there is a delay in reviewing applications and if there should be a point where we no longer accept applications. Several of the Deans felt there is a delay in reviewing applications and that this affects graduate admission and enrollment.

Comments from the Deans related to graduate admission and enrollment were as follows.

- Our graduate admission requirements are geared more toward students who just completed their undergraduate degree. We also need to consider the population of returning students who have been in the workforce and whether their admission requirements should be different. Robert Wojtowicz will take this issue to the Graduate Administrators Council.
- Make more liberal use of the probationary admit status.
- Be more open to conditional admit status, especially for international students.
- Establish a University policy that graduate applications that are complete must be reviewed and a decision communicated within a specified period of time, such as one month.
- How can Academic Affairs team with SEES to focus on the recruitment of graduate students, not just undergraduate students?

5. Teachload Guidelines

Chandra de Silva stated that the Deans received the workload policies of all colleges. Each college needs to enforce its own policies. More discussion is needed on this topic, particularly when there are exceptions.