

## **Release Time and Financial Analysis of the Current Coordinators Agreement (AY 2018/19)**

The cost of faculty leadership positions, both in financial terms and time that removes faculty from the classroom, have frequently been identified as concerns with the current structure. The task force decided to explore these issues by collecting the relevant data and disseminating it to all interested parties. This white paper aims to: explain the process of data collection, present the data, and offer interpretations from different perspectives.

The task force sought data from the 2018/2019 academic year on the number of credits of academic-year compensation (TCH) allocated for the positions in the current agreement, the number of those credits that were taken as course release time, and the number that were taken as overload pay. The committee first contacted all of the Assistant Deans since they had access to workload data for their respective schools. When the assistant deans could not or would not provide the data, individual faculty that served in positions covered in the agreement were contacted. Many, but not all, of the faculty members that were contacted provided information. This process took several months, but the collected data was compiled and preliminary discussions were held.

To ensure that the task force had a complete dataset, the collected information was shared with Administration & Finance for review and to provide missing information that were not included in the data collected from the Assistant Deans and faculty members. This revised set of data was shared with a subset of the task force and a meeting to review discrepancies and additional positions not included in the first set of data was held. At this meeting, each change to the collected information along with new data was discussed point by point until everyone was in agreement that the dataset was complete. It was found that the data collected by the task force agreed, for the most part, with the information provided by the administration, and the administration cooperated with the task by providing the missing data. It should be understood that although the amount of data missing from the task force's data collection was reasonably small, the task force's sub-committee had no way to verify this data.

The academic-year compensation for all positions in the agreement totals 919 TCH. Based on the data, 42% of these TCH were taken as release time from teaching during the 2018/2019 academic year. The other 58% was paid to faculty as overload compensation (Table 1). Due to the number of different types of positions covered by agreement the task force felt that looking at all of the positions with one lens would obscure differences between different leadership roles. Therefore, the dataset was split into three broad groups:

1. Coordinator and coordinator-type positions (this includes undergraduate & graduate program coordinators, minor & track coordinators, accredited programs, admissions, convenors, and dual-degree/pre-professional advisor – these positions account for 83% of the TCH allocated in the agreement. The majority of our analysis focused on this group of positions since it made up the bulk of the agreement. (Table 2)

2. Directors (IFD, Assessment, Senate President, R&PD Chair, etc.) – these positions account for 13% of the TCH allocated in the agreement. Some of these positions are required to take their compensation as release time.
3. Compensation for Program Five-Year Reviews – these positions accounted for 4% of the TCH allocated in the agreement.

**Table 1** – Summary of compensation data for all positions covered in the 2018 Coordinators Agreement for AY 2018/2019. The positions are split into three groups. \*Note: 4 TCH of allotted compensation was carried over to AY 2019/2020 and is not included in this analysis.

	Number of Allotted Credits Per Agreement	Credits Taken as Overload (not release time)	Credits Taken as Course Release Per Year	Cost Paid as Coordinator Overload (not release time)	Cost of Release Time (Adjunct salary per TCH * release TCH)	Cost of Release Time (Annual Salary/24 * release TCH)	Percent as Release Time
Program Coordinators (Undergraduate & Graduate), Tracks/Minors, Convenors, Dual-Degree/Pre-Professional Advisors, Admissions/Accreditation)	759	477	278	\$751,256	\$410,068	\$1,205,158	37%
Center Directors, R&PD Chair, and other similar positions	124	44	80	\$69,300	\$118,000	\$373,336	65%
5-Year Program Reviews	36	12	24	\$18,900	\$35,400	\$107,097	67%
<b>All Positions*</b>	<b>919</b>	<b>533</b>	<b>382</b>	<b>\$839,456</b>	<b>\$563,468</b>	<b>\$1,685,591</b>	<b>42%</b>

There are 759 TCH of compensation allocated for those serving as coordinators and similar positions (Table 2). Of this, 477 TCH (63%) credit hours were taken as overload during the 2018/2019 academic year and 278 TCH (37%) were taken as release time. For a variety of reasons, the majority of faculty are performing coordinator duties in addition to their regular teaching responsibilities as overload. This could be due to Program demands or the responsibility faculty feel to be in the classroom. The argument that reducing the compensation and/or changing the leadership structure to “get faculty back into the classroom” is not supported by the data from the past academic year since the majority of faculty in these positions are performing their duties while still maintaining a full teaching load.

**Table 2** – Compensation for the positions categorized as “Program Coordinator-type” positions by the Taskforce for AY 2018/2019. \*Note: 4 TCH of allotted compensation was carried over to AY 2019/2020 and is not included in this analysis.

	Number of Allotted Credits Per Agreement	Credits Taken as Overload (not release time)	Credits Taken as Course Release Per Year	Cost Paid as Coordinator Overload (not release time)	Cost of Release Time (Adjunct salary per TCH * # release TCH)	Cost of Release Time (Annual Salary/24 * # release TCH)	Percent as Release Time
Undergraduate Program Coordinators	354	206	144	\$324,450	\$212,400	\$646,644	41%
Graduate Program Coordinators	128	76	52	\$120,173	\$76,258	\$205,794	40%
Minor Coordinators	70	50	20	\$78,750	\$29,500	\$95,585	29%
Track Coordinators	54	44	10	\$69,300	\$14,750	\$37,370	19%
Convenors	69	53	16	\$83,475	\$23,600	\$55,625	23%
Dual-Degree & Pre-Professional Advisors	20	14	6	\$22,050	\$8,850	\$34,167	30%
Admissions	24	16	8	\$25,200	\$11,800	\$34,972	33%
Accreditation	36	18	18	\$27,859	\$27,010	\$79,610	51%
Founding Program (compensated work as per agreement)	4	0	4	\$0	\$5,900	\$15,392	100%
<b>All Positions*</b>	<b>759</b>	<b>477</b>	<b>278</b>	<b>\$751,256</b>	<b>\$410,068</b>	<b>\$1,205,158</b>	<b>37%</b>

To determine the financial cost of the leadership positions (Tables 1–3) both overload compensation and release time was accounted for. There was agreement between the task force and administrative representatives to calculate the total cost of overload pay by multiplying the total TCH taken as overload by the overload pay rate for faculty of \$1575 per TCH. The total

cost of overload pay for all positions was \$839,456 for the 2018/2019 academic year. The majority of this amount was paid to those serving in coordinator and coordinator-type positions (\$751,256).

**Table 3** – Total cost of the release time and overload compensation for AY 2018/2019 calculated using the two methods discussed in the narrative.

	Adjunct faculty salary for release TCH	Fraction of total salary for release TCH
<b>Total Cost</b>	<b>\$1,402,924</b>	<b>\$2,525,047</b>

To determine the cost of release time the task force and administration had different approaches. In the administrative calculations for the cost of release time, the faculty member’s annual salary was divided by 24 and then multiplied by the number of TCH taken as release time. The rationale given to the task force regarding this approach was the faculty are contractually obligated to teach 24 TCH per academic year and therefore the cost per TCH of release time was 1/24 of their annual salary. Based on this method, the total cost of release time for all positions was \$1,685,591, again with the majority for coordinator positions (\$1,205,150).

The task force feels that the administrative approach significantly inflates the cost of release time by assuming that faculty are only paid a salary to teach classes. We agree that all full-time faculty are required to teach 24 TCH per academic year, but this is only part of a faculty member’s job responsibilities. Faculty member’s job responsibilities go beyond teaching to include such things as engaging in precepting and scholarly activities, just to name two. To determine the cost of release time as 1/24 of their annual salary per credit fails to take these other components of the position into account. Therefore, to determine the cost of release time the task force felt a more appropriate approach would be to use the cost of covering the released TCH through the use of adjunct faculty. This seemed like a reasonable assumption since many of the released credits would be covered by adjunct faculty. Using this method, the cost of release time was calculated by multiplying the total TCH of release time by the adjunct faculty salary per TCH (\$1475). The resulting cost of release time was determined to be \$564,468 for all positions and \$410,068 when only considering coordinator-type positions.

Using the two different methods, the total cost of faculty leadership positions is \$1,402,924 using the task force’s approach and \$2,525,047 using the administration’s approach. The difference in methods of calculating the cost of release time leads to a significantly different total cost of faculty leadership positions of approximately 1.1 million dollars. According to the Office of Budget and Planning website, the University budget for expenses in FY2019 was approximately \$221 million. Therefore, the cost of coordinator compensation accounts for 0.63% (task force calculation) or 1.1% (administration calculation) of total budgeted expenses in FY2019.