

The purpose of this proposal is for the greater glory of God, to maintain the cura apostolica (care for the work) without jeopardizing the cura personalis (care of the people) of JCU, by means of

- providing a target for faculty to monitor their financial contribution to the University
- informing departments of their utilization of faculty capacity
- guarding against extreme inequity or unjust allocation of workload within a department and across similar departments
- protecting against the closure of programs that result in the termination of productive faculty

Scope: The financial sustainability of faculty work that is supported by the general operating fund of the university is within scope of this proposal. Productivity of faculty that does not have a direct effect on financial sustainability of the university is not in scope. Faculty work that is supported by endowed chairs/departments are not in scope. As a result, these measures should not be used to evaluate faculty for tenure, for merit pay, for promotion, or anything that falls outside of the narrow stated goal of financial sustainability of programs supported by the general operating fund of the university.

Rationale:

Currently the administration provides no internal financial information for decisions concerning the management of internal academic affairs of the university. Financial pressure has resulted in the rushed termination of four programs with minimal faculty input. Pursuant to the termination of the programs, two tenured members of the John Carroll University faculty were served termination contracts. Both of these faculty members were generating a positive financial contribution level of student credit hours. Whether the closure of the programs that led to the termination of the faculty members were good curricular or mission centric decisions is beyond the scope of this proposal. This proposal considers only the financial considerations.

Appendix A - Productivity target per faculty member. The provost has expressed a preference for a productivity measure at the department level. However, since program termination and resulting faculty termination is contractually admissible only at the program level, a productivity measure at the department level could be used as a rationale for future discontinuation of programs. Productivity of student credit hours (teaching) is the only element that is examined in this proposal since it directly affects the finances of the university. Undoubtedly, research and service are significant elements of faculty productivity. However, they have only indirect financial considerations and are beyond the scope of this proposal. Higher than recommended productivity across all members of a department (and part-time faculty teaching in either University or College or Major core) suggests the need for a new tenure track faculty line.

Appendix B - Target support for programs. As faculty is the body with the greatest level of expertise and directly responsible for maintaining programs, decisions about program closures remain the purview of the faculty. However, productivity benchmarks for providing course releases and administrative support (sustained by student credit hours) are provided to support

the financial sustainability of the university. Faculty retain the right to continue programs without course releases or administrative support should the excellence of the academy require it.

Appendix C - Overload policy. As faculty members and departments, in exercising their rights and expertise to govern the curriculum, the programs and the academic experience of the students, may see a need for small classes, a policy for overload would provide flexibility in both delivering education and maintaining good productivity.

## Appendix A - Productivity target for faculty members

Targeted level of annual student credit hours = (faculty salary \* (1 + fringe benefit rate<sup>1</sup>)) / (Average net tuition per credit hour<sup>2</sup> \* support rate<sup>3</sup>)

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<sup>1</sup> Fringe benefit rate as of August 2020 = 30%

<sup>2</sup> Average net tuition per student as of August 2020 = \$13,000 and average student credit hours per student = 30 (15 per semester) thus average net tuition per credit hour = \$13,000/30 = \$433.33

<sup>3</sup> Support rate = 50% (<https://www.insidehighered.com/news/2017/07/25/acta-wants-trustees-watch-administrative-spending-ratio>)

## Appendix -B Target support for programs

- 1) A course load reduction is advised for the chair of a department who oversees the following number of unique students enrolled in majors and minors offered by their department.

The number of unique students majoring in programs offered by the department + (the number of unique students minoring in programs offered by the department / 6<sup>4</sup>) + the number of sections offered in the department

is greater than

(average salary of faculty member in the department \* (1 + fringe benefit rate<sup>5</sup>)/3<sup>6</sup>) / (Average net tuition per credit hour<sup>7</sup>)

**This suggests that every major/section contributes one student credit hour per year and every minor contributes 1/6th of a student credit hour to covering the course release**

- 2) Administrative support is recommended for a department offering majors and minors to the following number of unique students

The number of unique students majoring in programs offered by the department + (the number of unique students minoring in programs offered by the department / 6) + the number of sections offered in the department

is greater than

(the salary(ies) of administrative support \* (1 + fringe benefit rate)) / (Average net tuition per credit hour)

**This suggests that every major/section contributes one student credit hour per year and every minor contributes 1/6th of a student credit hour to covering the administrative support**

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<sup>4</sup> Most majors are 120 student credit hours and minors range from 18 to 33 student credit hours. Therefore a student minoring generates about 1/6 the number of student credit hours a major generates.

<sup>5</sup> Fringe benefit rate as of August 2020 = 30%

<sup>6</sup> This assumes a faculty member on a three course load and a course reduction leads to a two course load.

<sup>7</sup> Average net tuition per student as of August 2020 = \$13,000 and average student credit hours per student = 30 thus average net tuition per credit hour = \$13,000/30 = \$433.33

## Appendix C Overload policy

A faculty member who is

- research active (has a course load reduction for research)
- maintaining an adequate level of service to the department, college, university and community at large

may teach a fourth course for a stipend equal to or greater than the stipend offered to a part-time instructor to teach a similar course in a similar discipline.

This policy does not apply to faculty who do not receive or are not eligible to receive a course load reduction for research.