Meeting Students' Needs Intentionally and Efficiently
Spring/Summer Scheduling Priorities

College of Arts and Sciences
Deans' Office

Within the College of Arts and Sciences discussions regarding spring/summer enrollments and budgeting have been underway throughout the 2010-11 academic year. These are continuing in the current academic year. The present draft grows out of Deans' office discussions and wider discussions between the Deans, the Council of Chairs and the CAS Executive Committee. This draft was initially circulated for discussion at the CAS May Governing Faculty meeting.

Principles for Course Scheduling:

- Student need
- A desire for enrollment and revenue growth over time
- Not exceeding established budgets for the academic year, including spring/summer semesters
- Adjusting those budgets as needed to address growth
- Reinvestment of generated savings/revenue in excess of budget in accordance with identified College priorities/strategic objectives: these priorities could include additional faculty posts, instrumentation, forms of faculty or student support, or seed funds to develop or refine new programs.

Guidelines for Offering/Running Scheduled Courses:

- Courses should be part of a well-conceived plan for the routine offering of courses students need. These needs may focus on completion of concentration requirements, prerequisite courses, service courses, general education courses. These plans will vary by program. The requirements of a Master program with a two-year completion schedule will vary from plans for most undergraduate concentrations, or from departments with relatively few majors, but a large number of general education or service courses that support other concentrations.
- Courses should be part of a department plan that identifies courses (not necessarily instructors) over a multi-year period.
- Offerings should be based on enrollment trends drawn from prior years and/or reasonable expectations of demand in future semesters/years.
- The College’s Minimum Enrollment Policy does not currently set different enrollment minimums for fall winter versus spring/summer courses, but states that fewer exceptions to established minimums will be granted.
- All faculty should have a reasonable and fair opportunity to teach courses they are qualified to teach and that students need.
- The maximum spring/summer teaching load for a faculty member will be two courses, normally not more than six to eight credit hours.
  - The Dean's office proposes a system of scheduling courses that is intended to be student-centered, and that also provides a reasonable and fair opportunity to all qualified faculty to teach courses in their areas of expertise. It is understood that "reasonable" and "fair" opportunities may necessarily extend beyond a particular spring/summer period. It is also understood that the principle of fairness should extend
to all faculty with continuing appointments. In practice, this means lecturers II, III and IV, as well as all ranked (tenure-track) faculty.

- All spring/summer teaching is extra-contractual and is not an entitlement.
- All faculty will normally be considered eligible to teach in spring/summer semesters.\(^1\)
- All faculty with continuing appointments should be consulted regarding their interest in teaching during a particular spring/summer period. If the number of eligible faculty exceeds the supply of available courses in a given spring/summer period, a plan should be put in place to accommodate unmet faculty requests in the following year's spring/summer period. The CAS Dean’s office recommends that courses be assigned in order of seniority for all faculty with continuing appointments, as defined above.
- It is the Chair’s or his/her delegate’s responsibility to determine whether faculty possess adequate qualifications for courses they ask to teach.
- After all eligible faculty have had an opportunity to choose their first course will second courses be available for assignment in the same priority/seniority order.
- Departments are free to devise plans for spring/summer scheduling different from the one proposed here, provided those plans are reviewed and approved at the CAS Dean’s office level.

- For faculty teaching one or two courses, salaries will be of 1/9\(^{th}\) of applicable base salary or a maximum of $3,500 per credit/contact hour, which would equate to $10,500 for a 3 s.h. course, or $14,000 for a 4 s.h. course, and double that amount if two courses are being taught. This would affect faculty at salary levels of $94,500 or greater. Per-credit hour salaries will be reviewed every two years, beginning in Fall 2013 for salaries effective spring/summer 2014.

**Proposed pilot project for fiscal year/Academic Year 2013:**

Among the recommendations of the CAS Task Force on Chairs there are several recommendations related to budgeting. Discussions regarding a proposed pilot project intended to provide more budget autonomy to departments began in winter 2011. While the Dean’s office initially proposed that the pilot be limited to the spring/summer period, the Business and Finance office strongly recommended that the College focus on the entire fiscal year, rather than a discreet part of it. As details of the proposed pilot are firmed up, they will be shared with the Executive Committee and the Council of Chairs. Broadly, the Dean’s office proposes a pilot that will put more financial control and authority in the hands of departments. We anticipate that in the first year of the pilot up to four departments will be identified to devise academic year schedules essentially ‘in-house.’ A portion of the spring/summer budget based on a historical formula to be determined will be allocated to those departments, along with an appropriate academic (fall/winter) budget, enrollment (credit hour) targets will be set, and a revenue sharing agreement will be devised with these departments based on their exceeding enrollment targets and staying within/under assigned budget.

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\(^1\) SPG 201.04, though not specifically applicable to the Flint and Dearborn campuses, provides a useful template regarding spring/summer teaching by writing that to be eligible “Obligations of ... faculty for nine months of effort under the University-Year appointment must be fully met.” Meeting these obligations includes having met required course loads during the academic year (18-24 s.h. or equivalent contact hours), as well as adequate progress towards applicable research and service expectations, as determined by the faculty member’s chair in consultation with the Dean.

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