Iona College

Comprehensive Faculty Workload Policy Report

I. Introduction

The Draft Comprehensive Faculty Workload Policy that follows has been drafted in response to two charges. The first charge was derived from the Strategic Plan:

“Examine actual faculty workloads within and across departments and schools, particularly SCHs taught. Identify acceptable ranges to ensure fair and equitable loads. Review peer data, where available. Examine current releases. Recommend a comprehensive faculty workload policy…”

The second charge came in the form of questions posed by the Board of Trustees to the President and the Campus Community. The specific questions related to faculty workload asked:

“What exactly are our faculty workloads? How do they compare with peers? Are they distributed fairly across departments? Do they adequately address both quality and productivity issues? Are our faculty organized in the most effective, efficient, and financially sustainable way?”

II. Process

The Review Team (see attachment for membership) took the following steps:

- Reviewed extensive internal data (see www.iona.edu/comprehensiveprogramreview) provided by the Office of Institutional Effectiveness and Planning (OIEP) including:
  - Undergraduate and Graduate Student Credit Hours, 2009-2013
  - Graduate Annual Student Credit Hours & Full-time Equivalent Students
  - Undergraduate Lower (Core Proxy) & Upper Division Credit Hours, 2009-2013
  - Organized Credit-Bearing Sections and Zero-Credit Sections
  - Undergraduate Independent Studies Enrollments and Honors Sections
  - IS, Internships, and Research and Declared Students per Full-time Faculty
  - Bachelor Degree Completion
  - Undergraduate GPA at Time of Declaration and Time to Degree
  - Graduate Declared Majors and Declared per Full-time Faculty
  - Undergraduate Declared Majors and Declared Minors
  - Undergraduate and Graduate Student-to-Faculty Ratios
• Reviewed faculty workload policies at Iona’s peer institutions and other selected institutions.

• Reviewed remission and overload information provided by the Deans.

• Reviewed Iona’s current policies and conducted a gap analysis with peer institutions.

• Solicited input through the intranet and two Town Hall meetings.

• Examined and discussed four draft faculty workload policies and directed revisions to produce further drafts.

III. Findings:

• Iona currently does not have a comprehensive faculty workload policy. The Faculty Handbook includes a number of references to workload related items and some remissions are in the College Council Constitution. Some, but not all of the peers, have more comprehensive faculty workload policies. Many workload related issues at Iona seem to be in practice rather than in policy and a number seem to be individual in nature. (see Addendum I).

• National surveys that indicate faculty spend 55-57 hours a week of overall professional activity. OIEP will include a question about this in a future Iona faculty survey.

• Iona’s stated instructional workload of 24 undergraduate credit hours per academic year is at the higher end of the stated workload policies of most of its peers, although variations exist within the peer group (see attached summary).

• Iona’s stated instructional workload of 24 undergraduate credit hours is consistent with the most recent national study (2005) by the National Center for Educational Statistics that indicates that faculty at private, not for profit, Masters institutions averaged 23.2 credit hours of instruction a year.

• Iona’s actual, current faculty instructional loads were 19.9 credit hours* (or 20.9 if graduate courses are “counted” as “four credits”). The average instructional load for full
time faculty in Arts and Sciences is 18.7 and is 22.6 for Hagan. The departmental range for credit hours is from 10.7 to 26.0.

- Iona’s department chair remission and stipends policy as well as peer comparisons are provided in Addendum II.
- Iona also has a considerable departmental range in Student Credit Hours (SCH) per FTE faculty. The College average is 411 SCH per FTE faculty (Arts and Sciences is 415; Hagan is 400). The range is from a departmental high of 653 SCH per FTE faculty to a low of 129 SCH per FTE faculty.
- Iona currently appears to grant some form of remission to almost half the full time faculty (approximately 85 of the 179 full time faculty). This helps explain the difference between the stated workload and the actual workload.
- Based on data provided by the Deans and Provost, Iona granted some form of overload/overtime payment to approximately 50 of the 179 faculty in 2012-2013. [Note: There is currently no central database of remissions and overloads; the team recommends that such a database be established.]
- Based on data provided by the Deans and Provost, Iona had 43 faculty out of 85 faculty receiving remissions also receiving overload payments in 2012-2013.

* Note: Unless otherwise noted, the data above were for the 2012-2013 academic year, as provided by Office of Institutional Effectiveness and Planning. They are intended for illustrative purposes. Data used for future decision making will be shared in advance with deans and department chairs for review and verification.

IV. Approval

The Project Team has been clear from the outset that this process should be transparent and has posted its meeting notes and made public the data it has examined. It has sought faculty input via the intranet and Town Hall meetings. The proposal will go through the governance process. At the same time, the Board of Trustees has made clear to the President that it has the final authority over any workload policy because of its fiduciary implications and has asked him to make recommendations at its May 2014 meeting.

V. Implementation

The Comprehensive Faculty Workload Policy includes some fundamental changes and additions that, in fairness to all, will need to be implemented over a reasonable time period (for example, three years). In addition, such a time period may be necessary to assess any implication and data changes that result from the adoption of a new core and other academic changes that may occur as a result of Strategic Plan initiatives.

Many of these initiatives are intertwined. For example, the charge to improve retention and graduation rates may be positively influenced by having more full time faculty, especially in lower division courses (about a third of lower division SCHs are currently produced by adjuncts).
The proposed Comprehensive Faculty Workload Policy has a number of cost and reallocation implications. The Project Team has been clear from the outset of its work that the goal is not to reduce resources committed to academic programs and instruction but to align them in ways that will most benefit the College’s academic mission. The Project Team supports the Interim Provost’s aspiration to increase the proportion of instruction provided by full-time faculty and to decrease practices that may reduce the quality of instruction. While the Project Team has reviewed some initial budget projections, it recognizes that budgetary implications will likely also require a phase-in period. For example, restricting overloads to any individual faculty member to one a year would only be possible if Iona hired more adjuncts (which is contrary to improving quality) or more full time faculty (or some combination). It will take time to reallocate and realign the resources to hire more full-time faculty and to recruit them. In addition, as outlined in the Strategic Plan, Iona will have a faculty salary/benefits study completed in the 2014-2015 academic year (to include faculty salaries, adjunct salaries, promotion adjustments, and stipends of all kinds). Major changes to the current use of overloads should await the outcome of this study and the concurrent implementation of any needed corrective actions. Changes to remissions currently in the Faculty Handbook would not occur until the 2015-2016 academic year.

VI. Summary of Recommendations*

A. That Iona adopt a comprehensive faculty workload policy that will be included in the Faculty Handbook and that will be reviewed at least every five years.


C. That Iona not implement the overload section of the policy until the completion of the faculty/salary benefits study (to include faculty salaries, adjunct salaries, promotion adjustments, and stipends of all kinds) and that it do so concurrently with the implementation of its recommendations.

D. That Iona begin a process to examine its future aspirations and the potential impact on faculty instructional workload (including 3/3; 3/4; and other variations of teaching loads), research expectations, staffing patterns, and budgetary implications in advance of the next strategic plan (2016-2017).

E. That Iona follow the data reporting guidelines of the Delaware Study so as to have consistent and reliable data to inform decision making. All such data shall be generated by OIEP.


G. That all remissions and overloads should be entered into a central data system and should be transparent within the College. All reports cited in this Comprehensive Faculty Workload Policy should be available to the chair of the Faculty Senate and to the chair of the College’s Academic Affairs Committee and should be accessible to the college community.

H. That Iona equate a contact hour with a credit hour (unless a lab is supervised by a lab assistant).

I. That faculty teaching the following independent study courses, directing theses, and supervising credit bearing internships, which are not part of the faculty instructional load (i.e. regular courses), be eligible for a standard applicable stipend payment, as published annually.
J. That Faculty teaching team taught courses each be granted the full credit for the course if both (or all) faculty are present for the entire course. Otherwise, each faculty member in a two person team taught course should receive either 50% of the credits assigned for that course plus a standard published stipend or 75% of the credits assigned for that course or a course remission after teaching two such courses. Credit assignments for team taught courses with more than two faculty teaching should be assigned by the Dean in consultation with the department chair. All team taught courses should have the prior approval of the Dean.

K. That faculty teaching graduate courses as part of a full load that includes some undergraduate courses be eligible for a standard published stipend or a three credit course remission after teaching three such graduate courses.

L. That guidelines be established for the expectations for service to Iona.

M. That department chairs should monitor the number of preparations; the time needed to introduce new courses and/or on-line courses; the transition of new faculty; and shall consult with the appropriate Dean on any related workload issues and adjustments.

N. That the Dean, in consultation with the department chairs and the Provost, should publish each spring specific class size limits for the following academic year. Core class should not exceed 25 students. Undergraduate class should not be larger than 40 students and no graduate class should be larger than 35 students unless a written exception is granted by the Dean. The Deans should provide the Provost a report on exceptions annually. No lower division class (100, 200 level courses) should be held with fewer than 10 students; no upper division class (300, 400 level courses) should be held with fewer than 7 students; and no graduate class should be held with fewer than 7 students. In making exceptions, the Dean should consider the impact on students and the overall average class size of the department and/or the overall student credit hours of the individual faculty member. The Deans should provide the Provost a report on exceptions annually. Class sizes and credit hour production should be monitored by the department chairs to ensure reasonable equity of instructional workload within the department.

O. That overloads should be considered the exception not the norm. When necessary to offer an overload because no other reasonable solution exits, a faculty member should normally teach no more than one overload per academic year. Any faculty member granted a remission, except those which are provided for in the governance documents of the College, should not be eligible to teach an overload. Overloads should be paid at the appropriate, published rate. Any reduction in overloads should not result in an overall increase in the proportion of student credit hours taught by adjuncts. The Deans should provide the Provost a report on overloads each semester. The Overload section cited in this policy will not be implemented until the completion of a faculty salary/benefits study. The implementation of any corrective action will run concurrently with the implementation of the Overloads section of this policy. Iona’s faculty salary/benefits study will be conducted in the 2014-2015 academic year. This study will include adjunct salaries, overload payments, promotion adjustments, and stipends of all kinds.

P. That departments should be granted remissions based on a formula that accounts for the size and complexity of the department. At a minimum, the following variables should be used for the formula: administrative duties and meetings; number of full-time faculty members (disaggregated by tenure/tenure-track); number of full time equivalent adjuncts;
number of majors; number of minors; and number of programs that require separate administrative activity.

Q. That each faculty member should post office hours equivalent to no less than one hour a week per course being taught, and these office hours must normally be offered on more than one day a week.

R. That faculty members who engage in compensated outside activities during the Iona contractual period, including consulting engagements and teaching at other institutions, should disclose this in writing to the Dean. It is the responsibility of the faculty member to ensure that outside commitments do not interfere with the fulfillment of Iona responsibilities. The immediate supervision of this commitment is the responsibility of the department chair under the direction of the Dean. The Deans should file a report with the Provost of compensated outside activities annually.

*The Comprehensive Faculty Workload Policy covers the regular academic year (Fall and Spring semesters).

VII. Draft Comprehensive Faculty Workload Policy

The purposes of the Comprehensive Faculty Workload Policy are to:
- Ensure a quality academic environment.
- Ensure equitable and fair faculty workloads.
- Ensure clarity and transparency.
- Contribute to the long term sustainability of the College.

1. Credit Hours
The standard full time instructional faculty workload is 24 undergraduate credits across the two semesters in an academic year. The standard full time instructional faculty workload at the graduate level is 18 credits an academic year. (For those faculty teaching both undergraduate and graduate courses in a semester, see “3” below.)

The project team recommends that Iona begin a process to examine its future aspirations and the potential impact on faculty instructional workload (including 3/3; 3/4; and other variations of instructional loads), research expectations, staffing patterns, and budgetary implications, in advance of the next strategic plan that will likely be developed in the 2016-2017 academic year.

2. Contact Hours
For the purpose of the Provost and Deans equating contact hours (such as science labs) with credit hours for load purposes, a contact hour and a credit hour will be considered equivalent (unless a lab is supervised by a lab assistant.)

3. Additional Instructional Activities
Faculty teaching graduate courses as part of a full load that includes some undergraduate courses will be eligible for either a standard published stipend or a three credit course remission after teaching three such graduate courses.
That faculty teaching the following: independent study courses, directing theses, and
supervising credit bearing internships, which are not part of the faculty instructional load (i.e.
regular courses), are eligible for a standard applicable stipend payment, as published annually.
Faculty teaching team taught courses will each be granted the full credit for the course if both
(or all) faculty are present for the entire course. Otherwise, each faculty member in a two
person team taught course will receive either 50% of the credits assigned for that course plus a
standard published stipend or 75% of the credits assigned for that course or a course remission
after teaching two such courses. Credit assignments for team taught courses with more than
two faculty teaching will be assigned by the Dean in consultation with the department chair.
All team taught courses must have the prior approval of the Dean.

4. Overloads

Overloads should be considered the exception not the norm. When necessary to offer an
overload because no other reasonable solution exits, a faculty member should normally teach
no more than one overload per academic year. Any faculty member granted a remission (see
“5” below), except those which are provided for in the governance documents of the College,
should not be eligible to teach an overload. Overloads will be paid at the appropriate,
published rate. Any reduction in overloads should not result in an overall increase in the
proportion of student credit hours taught by adjuncts. The Deans will provide the Provost a
report on overloads each semester.

(The Overload section cited in this policy will not be implemented until the completion of a
faculty salary/benefits study. The implementation of any corrective action will run
concurrently with the implementation of the Overloads section of this policy. Iona’s faculty
salary/benefits study will be conducted in the 2014-2015 academic year. This study will
include adjunct salaries, overload payments, promotion adjustments, and stipends of all
kinds).

5. Remissions

Remissions are normally granted for the following purposes:

A. Departmental Remissions

Departments should be granted remissions based on a formula that accounts for the
size and complexity of the department. At a minimum, the following variables
should be used for the formula: administrative duties and meetings; number of full-
time faculty members (disaggregated by tenure/tenure-track); number of full time
equivalent adjuncts; number of majors; number of minors; and number of programs
that require separate administrative activity. [The project team includes, as
Addendum III, an illustration of such a formula. The final formula to be included in
this policy will be developed by the Provost’s Office in consultation with designated
faculty leadership and OIEP and will be submitted to the governance process in time
for implementation in the 2015-2016 academic year; no changes will be implemented
to the current remissions included in the Faculty Handbook until a new policy has
been approved.]
The department chair will recommend to the Dean how these remissions would be utilized (e.g. chair, assistant chair, program directors, etc.).

The formula would be calculated prior to the beginning of a department chair’s term and would remain in effect for the length of that particular term unless unusual circumstances warrant an adjustment by the Dean. The calculation would be conducted by OIEP, in consultation, as needed, with the Provost, Dean, and department chair. The Dean should file a report annually with the Provost of the distribution of departmental remissions across and within departments.

[ See Section ___ of the project team’s final report for its suggestions regarding small departments (four or fewer faculty members)].

B.  Research, Scholarship, and Creative Works
Faculty members are expected to engage in research, scholarship, and creative works. Any faculty members engaged in a substantive academic enterprise (e.g. completing a book for a respected press; chairing a national disciplinary organization; creating a nationally commissioned creative work, guiding student research that is published or presented regionally, nationally, or internationally) that in the judgment of the Provost adds academic status to the College may be granted, on the recommendation of the department chair and Dean, a remission for that purpose and for a specified time period. Tenure track faculty will be eligible for up to two remissions in their first three years on the tenure track. The Provost will file a report with the President on academic research remissions annually.

C.  Remissions for Special Purposes
Remissions for special purposes may be granted by the Provost after consultation with the Dean and department chair. The Provost will file a report with the President on special remissions annually.

6.  Class Sizes
For classes held during the academic year (Fall, Spring Semesters):
- The Dean, in consultation with the department chairs and the Provost, will publish each spring specific class size limits for the following academic year.
- No core class will exceed 25 students.
- No undergraduate class will be larger than 40 students and no graduate class will be larger than 35 students unless a written exception is granted by the Dean. The Deans will provide the Provost a report on exceptions annually.
- Normally, no lower division class (100, 200 level courses) will be held with fewer than 10 students; no upper division class (300, 400 level courses) will be held with fewer than 7 students; and no graduate class will be held with fewer than 7 students. The Dean may grant exceptions and should consider the impact on students and the overall average class size of the department and/or the overall student credit hours of the individual faculty member. The Deans will provide the Provost a report on exceptions annually.
• Class sizes and credit hour production will be monitored by the department chairs to ensure reasonable equity of instructional workload within the department. The department chair, in consultation with the Dean, will have the responsibility of ensuring equitable instructional workloads over the course of an academic year within the department.

7. **Office Hours**
   Each faculty member is expected to have posted office hours equivalent to no less than one hour a week per course being taught, and these office hours must normally be offered on more than one day a week.

8. **Committee Service**
   Every faculty member is expected to provide service in various forms to the College. All forms of service are valued and encouraged. An important component of this service is college-wide committee service. The following is intended to provide guidelines for reasonable levels of committee service.

   Each year every tenure-track (except those faculty in their first year on the tenure track) and tenured faculty member should be expected to “earn” at least 3 service credits. Senior faculty members should not normally earn more than 6 service credits. Service credits earned would be reported out each year as part of the faculty member’s yearly update to the Dean. Committees are categorized as A, B, or C depending upon the amount of work involved with the election/assignment. Membership on an A committee earns 3 service credits; membership on a B committee earns 2 service credits; and membership on a C committee earns 1 service credit. If a faculty member serves as chair of a committee, that provides an additional service credit of 1. If a chair of a committee believes the work of a given committee in a given academic year is much higher than usual, he or she can request an additional credit from the Provost for that committee. The following list is not exhaustive, but it does represent sample categories for service levels.

   **A Committees:** Faculty Senate; Academic Affairs; Budget; Rank, Tenure and Awards; Search Committees for Deans, Provost, President

   **B Committees:** Strategic Planning Committee(s); Faculty Search Committee; Library Committee; Information Technology and Computer Services; Student Affairs; Athletics; Diversity; Human Resources and Compensation; Human Subjects/Institutional Review Board; Tenure Committees; Select Ad Hoc Committees

   **C Committees:** Advisory Committee on Assessment; Institutional Advancement; Arts Council; CELTIC; College Council; Harassment & Discrimination Committee; Harassment and Discrimination Hearing Pool; Honors Council; Study Abroad; Committee on Commencement Speakers and Honorary Degree Recipients; Catholic Intellectual Tradition; CARE Team.

   Full-time faculty members are contractually obligated to attend departmental meetings and to
participate actively in the work of the department. Efforts should be made to schedule the departmental meetings so that they do not interfere with class schedules of the faculty, with meetings of committees to which the faculty members have been appointed, or with outside commitments of the faculty which have been approved by the College.

Full-time faculty members are expected to serve, when appointed or elected, on departmental or school committees, on college ad hoc committees, and on standing committees of the College Council.

9. **Student Advisement**
   Faculty members are contractually obligated to advise students throughout the year, especially during pre-registration and registration periods, and to maintain a current student advisement file. (Freshman advisors will receive a standard, published stipend.)

   Knowledge of curriculum, course offerings, and degree requirements will enable faculty to be successful academic advisors. To that end, faculty are expected to acquaint themselves with the information found on-line, including the undergraduate and graduate catalogs, term course offerings, prerequisites, degree requirements, key academic calendar dates, deadlines, policies, and support services available for students.

10. **Outside Activities**
   Faculty members are encouraged to engage in activities outside the College that increase their knowledge in the discipline and their effectiveness in the classroom. Faculty members who engage in compensated outside activities during the Iona contractual period including consulting engagements and teaching at other institutions, should disclose this in writing to the Dean. It is the responsibility of the faculty member to ensure that outside commitments do not interfere with the fulfillment of Iona responsibilities. The immediate supervision of this commitment is the responsibility of the department chair under the direction of the Dean. The Deans should file a report with the Provost of compensated outside activities annually.

11. **Other**
   - Full-time faculty members are contractually obligated to attend fall Convocation and spring State of the College. The full-time faculty are also expected to be present at all ceremonial occasions such as commencements and special convocations. A faculty member unable to attend on any of these occasions should inform the appropriate dean well in advance.
   - Faculty should provide colleague coverage for anticipated absences and for short-term illness.
   - That department chairs shall monitor the number of preparations; the time needed to introduce new courses and/or on-line courses; the transition of new faculty; and shall consult with the appropriate Dean on any related workload issues and adjustments.
   - All remissions and all overloads shall be entered into a central data system and should be transparent within the College. All reports cited in this Comprehensive Faculty Workload Policy shall be available to the chair of the Faculty Senate and to the chair of the College’s Academic Affairs Committee and shall be accessible to the college community.
This policy should be reexamined at least every five years after its adoption.

Addendum I

Iona College’s Identified Peer Workload Summary Comparison:
Credit Hours

<table>
<thead>
<tr>
<th>Institution</th>
<th>Policy Summary</th>
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<tbody>
<tr>
<td>Iona College</td>
<td>Full-time teaching is 24 credits per year undergraduate or 18 credits per year graduate.</td>
</tr>
<tr>
<td>Fairfield University</td>
<td>Normal teaching load for tenure and tenure track faculty is 18 credits per year. Professor of Practice (non-tenure track with no research expectations) teaching load is 24 credits per year.</td>
</tr>
<tr>
<td>John Carroll University</td>
<td>Twenty-four (24) credit hours of teaching per year.</td>
</tr>
<tr>
<td>Niagara University</td>
<td>Eighteen (18) teaching credit hours per year divided equally.</td>
</tr>
<tr>
<td>Rider University</td>
<td>Full time teaching shall not exceed 18 classroom contact hours/year. Contact hours conversion 2:1.</td>
</tr>
<tr>
<td>Sacred Heart University</td>
<td>Twenty-four (24) credit hours per year.</td>
</tr>
<tr>
<td>University of Indianapolis</td>
<td>Twenty-five (25) credit hours per year over three years.</td>
</tr>
<tr>
<td>University of New Haven</td>
<td>Twenty-four (24) teaching credits over the course of the academic year.</td>
</tr>
<tr>
<td>St. Mary’s College, CA</td>
<td>Twenty-one (21) to twenty-two (22) credits per year.</td>
</tr>
<tr>
<td>Ohio Dominican University</td>
<td>Twenty-one (21) credit hours per year.</td>
</tr>
<tr>
<td>Monmouth University</td>
<td>Scholarship track is 18 credits a year for three to four years, renewable based on scholarly productivity. Non-scholarship track is 24 credits per year. Faculty on the research reduction are regularly reviewed and are placed on 24 credits per year if they do not meet the research/scholarship expectations. After tenure a faculty member can chose to go on to 24 credits hours per year, but few do so.</td>
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Addendum II

Iona College’s Identified Peer Workload Summary Comparison:
Department Chair Remissions

<table>
<thead>
<tr>
<th>Identified Peer Institution</th>
<th>Policy Summary</th>
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Updated May 23, 2014
<table>
<thead>
<tr>
<th>Institution</th>
<th>Policy Description</th>
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<tbody>
<tr>
<td>Iona College</td>
<td>Chairs receive 12 credits of release time each academic year and do not ordinarily teach an overload. Chairs receive a summer stipend of $2,000. Assistant chairs receive compensation or the equivalent up to two course remissions per academic year.</td>
</tr>
<tr>
<td>Fairfield University</td>
<td>Chairs receive six credits of release time per year, plus a stipend ranging from $5,500 to $7,500 depending upon the size and complexity of the department. Program heads receive a stipend of $2,500.</td>
</tr>
<tr>
<td>John Carroll University</td>
<td>Chairs receive 12 credits of release time per year, six of which are for research. They also receive a $4,500 stipend during the academic year and an $1,800 stipend during the summer.</td>
</tr>
<tr>
<td>Niagara University</td>
<td>Chairs receive six credit hours of release time per year.</td>
</tr>
<tr>
<td>Rider University</td>
<td>Chair workloads will not exceed full-time faculty workload minus 1 course/semester. Stipends are based on the size of the department.</td>
</tr>
<tr>
<td>Sacred Heart University</td>
<td>Chairs receive six credits of release time per year plus an extra summer stipend for chairs of large departments.</td>
</tr>
<tr>
<td>University of Indianapolis</td>
<td>Chairs receive teaching load reductions of from 3 to 9 credit hours per year depending upon the number of faculty and complexity of the department.</td>
</tr>
<tr>
<td>University of New Haven</td>
<td>Chairs receive additional compensation over their base annual salaries and also receive re-assigned time as appropriate. The additional salary and amount of re-assigned time will be determined by the relative complexity of the position as determined by the dean and approved by the provost. Parameters are defined in the Provost’s Compensation Guidelines.</td>
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<tr>
<td>St. Mary’s College, CA</td>
<td>The reduced load for chairs varies according to size and complexity of department. The typical course release for chairs is three credits per year. They do not receive any stipend during the academic year. However, in some cases they might receive a summer stipend.</td>
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<tr>
<td>Ohio Dominican University</td>
<td>With an enrollment of 2,000, they have 5 divisions with division heads. Department chairs do not receive any course reductions, but they do receive $250 stipend. Four out of seven department chairs receive a $2,400 stipend for the summer.</td>
</tr>
<tr>
<td>Monmouth University</td>
<td>Released time for department chairs range from 9 to 12 credits per year, depending upon the size and complexity of the department. They also receive a $7,200 stipend because they are expected to work 11 months with one month vacation. If they complete a three year term, $2,500 is added to their permanent base salary. If they complete six years in</td>
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Addendum III: Sample Remission Formula
This assignment is based upon a formula which grants each department ten hours of work each week for administrative duties and meetings; five hours per year for each full-time faculty member (for classroom visitations, filling out forms, special circumstances, etc.), and 32 hours per year for each full-time equivalent adjunct instructor (for search, hiring, classroom visitations, filling out forms and special circumstances). There is an allocation of two hours per year for advising each major in the department and an allocation of five hours per week for the administrative work associated with each additional program operated by the department.

Let $F_T$ Fac = Full time faculty members  
FTE Adj. = Full-time equivalent adjunct faculty  
$M$ = Five-year average number of both undergraduate and graduate majors  
$P$ = Number of additional academic programs*  
Total hours = the number of hours expected to be expended during the academic year  
Equivalent = the Total hours divided by 144.  
* A careful definition of the term “additional programs” will need to be developed in order to allocate these hours to the Departments

(One hundred forty four is utilized because that is the expected number of hours to be spent on a typical three-credit course on the assumption that a professor spends two hours out of class for each one hour in class (preparation, grading, and etc.). Then three credits would be the equivalent of 9 hours per week for 16 weeks, or 144 hours each term.)

Total hours = $320 + 5*(F_T$ Fac) + $32 *$(FTE Adj) + $2* M + 160* P$

Equivalent = Total hours $\div 144$.

This number would be rounded off to the nearest whole number to determine the number of remissions to which the Department is entitled.