

## Campus Guidance on COVID-19-Related Temporary Adjustments to Faculty Workload

Leaders of academic and administrative units have been instructed to reduce base budgets by 5% for Fiscal Year 2021, and to identify a second 5% that could be reduced should enrollments drop precipitously due to the effects of COVID-19. Reduction of expenses must occur within the three categories of compensation, travel, and supplies/expenses. In addition to the planned budget changes, units must also thoughtfully prepare for emergency last-minute measures to cover the teaching responsibilities of faculty who may become ill.

This document is intended to provide guidance to deans, chairs, and faculty in terms of the available tools for temporarily reducing expenditures associated with faculty compensation. Furloughs and temporary pay reductions currently are not being considered for faculty roles. Any plans to alter faculty workloads will need to be transparent, equitable, and implemented in close consultation with faculty governance leaders, per the Constitution of the IU Faculty 2.3.B.<sup>1</sup>

The following options are not intended to be specific recommendations, but rather are intended to lay out the full array of tools available as we prepare for possible significant reductions in tuition and fee revenues. Since each school has a unique research, teaching, and service profile, schools are expected to vary in their ranking of options, in consultation with school faculty governance leaders. It is also important to maintain or potentially even expand the numbers of faculty in programs for which enrollments are growing.

We particularly encourage consideration of temporary changes for tenured faculty, given that tenure is granted at the campus (not school or department) level, and it carries with it the responsibility to be a campus citizen in exchange for employment security. Unless there are exceptional local circumstances we anticipate that schools will prioritize protecting pre-tenure track faculty research time, and, not overloading NTT faculty already teaching 4-4 loads. We trust that our tenured colleagues, especially those already at full rank and who may also hold leadership positions, will be an important part of supporting their schools and departments during this extremely challenging time.

All work or compensation changes should be fairly applied, transparently described, and reviewed on a regular basis, no less often than annually, by campus administration and faculty governance groups.

Base Pay Options	<ul style="list-style-type: none"> <li>• No raises in base pay (already implemented at university level, with exceptions for increases associated with promotion/tenure)</li> <li>• Elimination of part-time instructors if and when there are full-time faculty available to cover teaching needs</li> </ul>
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<sup>1</sup> IUPUC's faculty senate is currently considering this statement, which could be a model for other units: *Faculty Affairs offers this informal statement of support for a temporary increase of full-time faculty teaching load during the 2020-21 academic year, contingent upon the demonstration of clear budgetary need due to the COVID-19 pandemic. In the interest of maintaining high standards of teaching, we support an increase equivalent to no more than one standard course (three contact hours) in the academic year that would apply only to each faculty member carrying less than a 4/4 load. Faculty Affairs supports this temporary increase of normal teaching expectations with the intent that its effects are reviewed by IUPUC units, including the Faculty Senate and its committees, in the spring of 2021. Finally, we emphasize the importance of continued research, including the scholarship of teaching & learning, and service activities as key to the mission and impact of IUPUC.*

	<ul style="list-style-type: none"> <li>• Shift from 12-month to 10-month contract only if administrative work expectations can be completed in 10-month period or if there is not available administrative summer work</li> <li>• Retirement and/or phased retirement (<i>click <a href="#">here</a> for more details</i>) <ul style="list-style-type: none"> <li>○ Faculty with particular combinations of age and years of service are eligible to retire with the ability to participate in an IU health plan for retirees (one version for under 65 and a Medicare supplement for 65+) Faculty at least age 62 + 16 years of service can phase out (work 50-80%) while retaining employee premium rates, for a period of 1 to 3 years</li> </ul> </li> </ul>
Teaching Load Options	<ul style="list-style-type: none"> <li>• Class size increases to reduce the number of sections being offered. Need to consider this in light of social distancing in face to face classes</li> <li>• Temporary increases to teaching loads. An increased teaching load would reduce the need for per-course payments, but this only works if a unit has courses the faculty member can teach. In many cases, faculty may need to be prepared to teach outside of their usual assignments. It also may be important for schools to reduce the array of courses offered (particularly elective courses) if enrollments drop significantly.</li> </ul> <p>Trustee-designated expected teaching load IUPUI as a whole: 3-3 (Faculty Guide page 56). for Current normal<sup>2</sup> loads:</p> <ul style="list-style-type: none"> <li>○ Tenure track: 2-2 or 3-3 depending on unit <ul style="list-style-type: none"> <li>▪ Pre-tenure tenure track faculty often have reduced loads for some period of time, stipulated in offer letters</li> </ul> </li> <li>○ 3-3 clinical</li> <li>○ 4-4 lecturer</li> </ul>
Teaching Assignment Options	<p>Associate faculty are typically paid less than half of full time faculty per section. However, many full time faculty have been accustomed to having the first rights to secure a teaching overload or summer teaching and many have received this pay regularly. Also, in some units adjuncts teach specific <i>types</i> of courses and full time faculty teach other <i>types</i> of courses; this may need to be limited to critical needs such as field supervision.</p> <ul style="list-style-type: none"> <li>• Prioritize assignments to full time faculty until and unless all faculty are teaching full loads (minus externally-funded research releases or essential administrative releases)</li> <li>• Privilege or enforce use of adjuncts instead of full time faculty on overload (regular terms)</li> <li>• Privilege or enforce use of adjuncts instead of 10 month full time faculty for summer teaching</li> </ul>

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<sup>2</sup> “Normal” is used to describe the most common options, not the preferred or expected or mandated ones

	<ul style="list-style-type: none"><li>• Pay regular faculty adjunct rates (flat fees, same as an adjunct would receive) for overloads or summer</li><li>• Pro-rate payments to adjuncts for small classes (“small” as defined by program needs and usual practices).</li><li>• Pro-rate loads and/or payments for small classes for full time faculty</li></ul>
Supplemental Compensation Options	<ul style="list-style-type: none"><li>• Reduce or eliminate internally-funded research pay (summer) or course releases</li><li>• Consider a reduction in course releases for some administrative roles (e.g. if a chair regularly receives 2 course releases, change that to 1)</li><li>• Consider a reduction in administrative supplement for administrative roles (e.g. \$8000 instead of \$16000).</li><li>• Eliminate some administrative roles (leave work undone and uncompensated)</li><li>• Change some roles from 12 month to 10 month only if administrative duties can be confined to a 10-month period</li></ul>