



August 22, 2013

Colleagues,

I hope that your respective summers have been both fruitful and relaxing and that you are, along with me, looking forward to the start of a new academic year.

I will apologize in advance for the length and detail of the memo, but I want to be as clear as possible about how we are moving forward relative to the recommendations in our Sustainability Plan.

Since we are fast approaching the start of Fall term on September 30th, I wanted to send out this note as a reminder of our focus on managing our low-enrolled courses this year, particularly since Fall term is our first term following our Sustainability Plan update this past Spring. The recommendation from the plan, as focused on the workload of our regular (bargained) faculty, both tenured/tenure-track and fixed term, is articulated as follows:

Recommendation: Generally speaking, EOU will not run regular courses enrolled with fewer than 11 students. Recognizing that several types of courses SHOULD run with low enrollments, our academic Deans, with program faculty consultation, will determine which courses should run with low enrollments and which should be cancelled. The following principles should apply in these circumstances:

- 1. Generally, if the course enrolls with fewer than 11 students, then the course will either be cancelled or offered as overload at the prevailing rate (overload only at the instructor's discretion; rate is currently \$47.50 per student per credit hour). The Dean, in consultation with the program faculty, shall decide whether to cancel the course or run it as overload (again, at the instructor's discretion).*
- 2. Upon cancellation of low-enrolled course, either of two actions should result: 1) an overloaded course is inloaded; 2) the instructional workload is reassigned to a subsequent term or to non-instructional needs, at the Dean's discretion.*
- 3. If the Dean, in consultation with the program faculty, decides that a low-enrolled course will run inload, then its enrollment will be monitored on subsequent offerings to ascertain why the enrollments for the course are so low.*
- 4. Low-enrolled courses must be cancelled no later than two weeks prior to the start of the term. Similarly, no instructional load should be reassigned any later than two weeks prior to the start of the term. Once registration for a subsequent term opens, the Dean's office will need to pay close attention to course enrollments during the close of the preceding term to ensure that this two-week minimum timeframe is maintained.*

5. *Once a low-enrolled course is cancelled, the professional advisors in that college will work with the Dean to adjust the schedules of affected students accordingly.*

Given the task before us in terms of this recommendation, the following procedures outline how our college Deans will be implementing this recommendation over the course of the year. In the interests of clear and open communication, I offer the following definitions, so that we share an understanding of what the procedures will look like and seek to accomplish.

Operational Definitions

Inload-Instructional credits that are assigned to faculty and are explicitly identified as being part of the instructional responsibility required by the faculty contract. Inload is generally 36 credits for tenured and tenure-track faculty, and 45 credits for fixed-term faculty.

Overload-Instructional credits that are assigned beyond a faculty member's inload instructional assignment. For a tenure line faculty, overload consists of course credits (courses) that are assigned by the Dean beyond the 36 inload credits defined by the faculty contract, at program/university need and at the Dean's discretion. For fixed term faculty, overload consists of course credits (courses) that are assigned beyond the 45 inload credits defined by the faculty contract. Though assigned as part of overall workload and managed by the college Deans, individual responsibility for assuming overload instruction is entirely at the faculty member's discretion; overload CANNOT be required.

Workload Adjustment-The primary practice in the process of sustainably managing faculty workload to ensure both equity and consistency in faculty workload across programs and colleges, so as to best match our faculty instructional resources with our programs' instructional needs. Workload adjustment entails exchanging low-enrolled inload courses for well-enrolled overload courses, either cancelling the low-enrolled course or overloading it, if the faculty member agrees to teach the overload, and at the Dean's discretion. Workload adjustment also entails cancelling low-enrolled inload courses and reassigning courses already scheduled for that term's program-level offerings. ALL WORKLOAD ADJUSTMENTS SHOULD BE FINALIZED TWO WEEKS PRIOR TO THE START OF A GIVEN TERM.

Approved Low-Enrolled Course-A class that has been either pre-approved by the Dean to run with enrollments of fewer than 11 students or a class that has been determined by the Dean to be appropriate to run with fewer than 11 students on a one-time basis.

Operational Procedures

Elective Course Cancellation

1. Elective courses that do not serve as program requirements will be flagged for examination/removal from the schedule. Courses not serving program requirements include x10 courses, and similar courses in specific programs.
2. The list of such courses slated for examination/cancellation will be shared with program faculty.
3. Program faculty will have an opportunity to provide information as to why an elective course slated for cancellation should be kept in the schedule.
4. When an elective course not serving program requirements is cancelled, the instructional workload (teaching assignments) for program faculty will be adjusted by the Dean to ensure contractual requirements are met. The *Management of Instructional Load when Low Enrolled Class is Cancelled* procedure will be followed when teaching assignments are adjusted.

Management of Low-Enrolled Courses

1. Four weeks prior to the start of the subsequent term, enrollment data for all EOU courses scheduled to be taught in the following term will be pulled in each college.
2. Any course that has an enrollment of fewer than 11 students and is not pre-approved to be offered with fewer than 11 students, will be considered for cancellation.
3. The list of low-enrolled courses slated for cancellation will be shared with program faculty. Program faculty will have an opportunity to provide information as to why a course slated for cancellation should be kept in the schedule.
4. When a low-enrolled course is cancelled, the instructional load (teaching assignments) for program faculty will be adjusted by the Dean to insure contractual requirements are met. The *Management of Instructional Load when Low Enrolled Class is Cancelled* procedure will be followed when teaching assignments are adjusted.

Generation of Approved Low-Enrolled Course List

1. Dean's office generates a preliminary list of approved low-enrolled courses.
2. List generated by Dean's office is provided to program faculty.
3. Program faculty provide suggestions, with justification, of additional courses that merit consideration for addition to the Approved Low-Enrolled Course List.
 - a. Prior to course placement on the list frequency and modality of course offering should be considered as ways to boost course enrollment.
 - b. Prior to course placement on list, competing course offerings that are drawing students away from low-enrolled courses should be considered.
4. The Approved Low-Enrolled Course List will be continuously monitored and updated by the Dean and/or dean's designee(s).
 - a. Courses will only remain on this list that are a program (major or minor) or institutional requirement and have no options for increasing course enrollment.
 - b. Enrollment trends for programs require continuous monitoring. If the number of under enrolled courses in a program trends upward, the program faculty needs to review its structure and course offerings to determine the cause of low course enrollments.

Management of Instructional Load when Low-Enrolled Class is Cancelled

1. Instructor and program faculty are informed that a course is slated for cancellation due to low enrollment (fewer than 11 students).
2. Instructor can exercise one of the following numbered options depending on the conditions listed under a-c, and with concurrence of the college Dean:
 - a. Instructor has overload teaching assigned in a current or subsequent quarter.
 - i. The instructor may elect to teach the "cancelled" class as overload, if the Dean concurs that doing so will not diffuse other course enrollments. In this event, any other overloaded course that may be assigned to that faculty member will be inloaded (workload adjustment). The total number of inload credits for the year must meet contractual requirements.
 - b. Overload teaching is occurring in the program.
 - i. Fixed-term and tenure-line faculty teaching assignments are adjusted program-wide (2-or-more-way workload adjustments among program faculty) to insure that load meets contractual requirements. All affected faculty will be informed of changes to load sheets.
 - c. No overload is occurring in the program (ranked order of potential options).
 - i. Offer as Course by Arrangement.
 - ii. Capstone course students (e.g. 401,402, etc.) are assigned to bring load to contractual requirements.

- iii. Instructor and program consider offering a high demand course (one that will have 11 or more students), in a subsequent term. This option does not exist if the cancelled course occurs during spring term.
- iv. Instructor and program consider offering course in a subsequent term. This option can only be utilized if there is evidence that offering the course in a subsequent term will result in an enrollment of greater than 10 students. This option does not exist if the cancelled course occurs during spring term.
- v. Course in subsequent term that is assigned to an adjunct is assigned to the instructor. This option does not exist if the cancelled course occurs during spring term.
- vi. Dean assigns faculty to work with CTLA on developing faculty development resources for EOU faculty.
- vii. Dean assigns duties to meet contractual requirements. If applicable, assignment will entail the development of classroom course for online and/or onsite delivery.

Adjusting Course Assignments Based on Course Enrollments (Workload Adjustment)

Note: *Workload Adjustment only applies to faculty who are members of the bargaining unit.* The degree to which course modality interacts with workload adjustments shall be determined by the Dean, in consultation with individual faculty members. In general, course modality should not determine inload/overload status of that course.

When a course that is a required part of the curriculum has an enrollment of fewer than 11 students the faculty member assigned the course has the option to move an assigned overload course with 11 or more students to inload and move the under-enrolled course to overload. (See *Management of Instructional Load when Low Enrolled Class is Cancelled.*)

Two-and-a-half weeks prior to the start of a term, the Dean's Office will do a final pre-term pull of course enrollments. In cases where there are fewer than 11 students enrolled in an inloaded course and 20 or more students enrolled in an overloaded course, the instructional workload will be adjusted. IN NO CASE SHALL ANY WORKLOAD ADJUSTMENTS BE MADE LESS THAN TWO WEEKS PRIOR TO THE START OF A GIVEN TERM.

Please let me (or your Dean) know if you have any questions or need further clarification or information. I look forward to seeing you all on September 16th.

Take care.

Steve Adkison