FACULTY WORKLOAD MANAGEMENT SYSTEM

REQUIREMENTS

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**PURPOSE**

This requirements document describes the functional needs for a comprehensive faculty workload management system. It is the basis from which Academic Affairs and Information Technology Services will enhance the Banner system to include custom faculty workload planning features and reporting. Faculty workload planning and actual reporting are critical to the successful management of academic human resources, accurate reporting to university stakeholders of the use of these resources, and facilitating compensation issues.

This document is not intended to replace a technical model for development.

**DEFINITIONS**

The following terms will be used extensively throughout this document and the life of the project; therefore consistent understanding of their meaning by all involved parties is crucial.

**Academic Year:**
Fall and Spring semesters combined. Summer-term work is excluded from total workload formula in the current workload policy, but should be included in the system.

**ACHE (Academic Credit Hour Equivalents):**
ACHE is the unit of measure for academic activities as determined by the department, school, and Vice President for Academic Affairs (VPAA). ACHE establishes equivalents for activities including but not limited to scholarship, research, creative activities, program development, and public and community service. There is an area in the Banner system for entry of this portion of a faculty member’s workload.

**Adjunct Faculty:**
A faculty position that is expected to last one semester, funded from department funds and not provided a complete benefit package. This position is created/filled in order to meet instructional demands within a department.

**Assigned Workload:**
Total number of workload hours assigned to a specific faculty member, based on contract.

**Class Section:**
A course that has been scheduled to be taught for a specific academic period or semester, with a specific or arranged time and place. Class Sections have at least one instructor assigned to teach them.

**College:**
An academic organization, which may have schools and departments within its organizational structure.

**Concurrent Enrollment:**
A program which allows high school students to register for University course sections and, upon successful completion of the course, receive university credit. These classes are taught at the student’s high school using University curriculum.

**Contact Hours:**
The number of hours a student receives course instruction.
Credit Hours:
The number of hours a student may earn upon successful completion of a course, and that may be applied toward completion of a degree.

Cross-department:
A faculty member may have instructional assignments from more than one department. In these cases, all assignments must be considered in workload calculations, with specific components of those assignments identified with each department. The faculty member must have a primary department, which is responsible for their overall workload (see also “Split-Contract”).

Cross-listed course:
Two or more class sections (different courses) taught together for curriculum reasons. The meeting days, times and instructors are exactly the same for both sections. Students receive credit for the specific course they are registered for even though they are meeting with students in another course.

Data Custodian:
An individual charged with maintaining a set of data, or that has been delegated additional tasks relating to the data by the data steward.

Data Steward:
An individual charged with approving access to, or validating accuracy of a set of data.

Department:
An academic organization with institutional responsibility for a specific faculty member’s assignments. Each faculty member must have a primary department, but may be assigned instructional activity by another department.

Double-booked:
Two or more class sections (different courses) taught together for at least a portion of the class meeting time for scheduling convenience or for curricular reasons. These classes usually overlap their meeting times, but have some specific class time with the instructor, without students from the other class in attendance.

Faculty:
Individuals that are assigned to teach and/or otherwise support academic achievement at the university.

Faculty Workload - Formally Tracked:
Activities that are formally tracked are Instructional Credit Hour Equivalents (ICHE), Academic Credit Hour Equivalents (ACHE), and Governance Credit Hour Equivalents (GCHE). These activities contribute to the calculation of Workload Credit Hour Equivalents (WCHE), or the total of a faculty members formally-tracked workload (ICHE + ACHE + GCHE = WCHE).

Faculty Workload - Not Formally Tracked:
Activities not formally tracked are those that establish the faculty member as a good citizen within the department, school, institution, community, and discipline. Activities not formally tracked are an integral part of a faculty member's workload, but do not contribute to the calculation of Workload Credit Hour Equivalents (WCHE).

Faculty Workload System Task Force:
A group of individuals that have been assigned by the Vice President of Academic Affairs to:
- Identify and approve project requirements
- Provide feedback on design issues
- Assist in the testing of the system
Develop and provide training to campus users
Act as a resource on the faculty workload management system

These individuals represent key constituencies that will benefit from this system, and have authoritative knowledge about the current system, workload policy, and usability concerns. See the project description for a list of individuals on the task force.

**GCHE (Governance Credit Hour Equivalents):**
GCHE is the unit of measure for participating in academic and institutional governance as defined by the VPAA and in accord with Regents' guidelines. GCHE establishes equivalents for activities including, but not limited to, serving as a program coordinator, department chair, or senate officer. GCHE also establishes equivalents for committee loads beyond a reasonable level. There is an area in the Banner system for entry of this portion of a faculty member’s workload.

**ICHE (Instructional Credit Hour Equivalents):**
ICHE is the unit of measure for instructional activity as defined by Regents' policy and guidelines. ICHE incorporates credit, lecture, and lab hours, plus factors including, but not limited to, mode of instructional delivery, class size, and individualized instruction. There are certain issues that need to be addressed in the business rules for zero-credit lab class sections, before the system specification can be completed for ICHE. See Appendix B for detailed formulas.

**Off-Site:**
Instructional Assignments may be completed at locations other than the main campus. These class sections are considered “off-site”.

**Overload:**
The amount of workload hours above and beyond the contractual workload (30 hours) for a faculty member. Department Chairs must identify those hours attributed to contract, and those that are designated overload. Overload hours involve additional compensation arrangements.

**Salaried Faculty:**
A faculty position categorized as .75 - 1.00 Full-Time Equivalent (FTE) that can reasonably be expected to last six consecutive months or longer, funded from salaried budgeted dollars, and provided a benefit package.

**Schedule Type:**
A code used on class sections in Banner that can be used to calculate workload. The codes that may be used are found in the STVSCHD Banner validation table.

**School:**
An academic organization that may or may not be included within a college, but which has at least one department in its structure.

**Split-contract:**
A faculty member may have assignments from more than one department. This may be part of their contract, or on an as-needed basis. (see also “Cross-department”).

**Teaching Assistants:**
Although the university does not have a specific policy regarding teaching assistants, there are current instances where they are being used. The impact on workload is another area of the business process that must be determined before the system specification can be complete. Otherwise, “unofficial” teaching assistant workload faculty member may have assignments from more than one department. This may be part of their contract, or on an as-needed basis. (see also “Cross-department”).
**Team Taught:**
An instructional assignment shared by one or more faculty member. Each faculty member is assigned a percentage of the workload for that assignment, with a total not to exceed 100%.

**Vocational Course:**
A course that is designated as “vocational” in the Banner catalog tables. The designation is applied according to requirements under the Perkins grant, the details of which are not necessary for the purposes of this document.

**WCHE (Workload Credit Hour Equivalents):**
WCHE is the total of a faculty member's formally-tracked workload as defined by this policy. WCHE is the total of Instructional Credit Hour Equivalents (ICHE) + Academic Credit Hour Equivalents (ACHE) + Governance Credit Hour Equivalents (GCHE).

**Workflow Path:**
A defined set of workload (planned or actual) assignment tasks that must be completed in a specific order.
**PROJECT DESCRIPTION**

A comprehensive information system is needed to manage Utah Valley University’s Faculty Workload planning, assignment, and accountability process. Currently, faculty workload planning is submitted and managed via spreadsheet. Instructional and payroll activities are managed using a combination of web forms and Oracle database forms within the enterprise student information system (Banner).

Integrating all of the planning and management of actual workload within one system will provide increased visibility to administration and faculty alike, while eliminating redundancies that exist with the portion of workload that is attributable to instructional activity (i.e., ICHE). Ease of use, security, accuracy of data, and the requisite approvals (workflow) must be focal points of this project.

The base system for this project will be Sungard’s Banner product, because it has already been implemented as UVU’s integrated Human Resource, Finance, and Student Information System.

**PROJECT REQUIREMENTS**

The main goal of this project is further customization of the Banner system, to include:

1. New web forms that are based on the current spreadsheet tool.
2. Increased integration with the Human Resources module within Banner.
3. Approval workflows for individual events, and batch transactions, based on role.
4. Role and object-based security for all workflow events.
5. Reporting of planned and actual workload for academic affairs and individual faculty.
6. Streamlined reporting of actual faculty workload to the Utah State Board of Regents (USHE) by the Institutional Research and Information department.

The requirements have been categorized into eight areas: General Requirements, Data Structures, End-User Interface, Workload Planning, Workload Management, Reporting, Workflow, and Administrative Tools.

**GENERAL REQUIREMENTS**

The general requirements are those that affect the entire project as a whole.

1. Documentation
   a. All customized components of the Banner system, related to this Faculty Workload project will be documented as they are developed. Documentation includes but is not limited to:
      i. Process flow
      ii. Data structure diagram
      iii. Code documentation
      iv. Administration guide
      v. Application guide
      vi. User guide
      vii. Training materials
      viii. Usability

2. Compliance
   a. The system will support and utilize the following:
i. The UVU standard web browsers (e.g., Internet Explorer and Mozilla Firefox for the PC, and Safari and Firefox for the Mac).
ii. Accessibility requirements, as defined by the UV Web Advisory Council (UV-WAC).
iii. The UVU standard web look and feel, or Banner Self-serve exceptions to the look and feel and will adhere to all other UV web policies and web programming standards.
iv. Institutional development standards, both as to language, syntax, and documentation.
v. Institutional test environments and testing practices.

**DATA STRUCTURES**

The data structures for this project will be added to the Banner Oracle database tables, to allow for maximum usability and data access by the Banner system, and via the UVLink portal. The data will be streamlined and organized to allow the following:

1. Data can be easily updated and fields added without damaging the structure and organization.
2. Ad hoc Reports can be generated easily from the data set through direct access using SQL queries, or ODBC compliant report development tools such as Crystal Reports or WebFocus.
3. All data will remain normalized as much as possible.
4. Integration of data between the Banner Human Resources, Payroll, and Student modules will be done efficiently and easily either by using existing Banner features, following existing automated processes, or as agreed upon by the Human Resource, Payroll, and Academic Affairs Data Custodians.
5. In the case of payroll functions, responsible parties will approve the data, following existing payroll procedures. The payroll Data Custodian will then import the data into the payroll system.

**General Data Requirements and Information**

The system will act as the master record of data about contract and adjunct faculty activity and characteristics at UVU. The following will be included in the system:

1. Rank & tenure information
2. Degrees earned
3. Committee participation
4. Compensation history
5. Instructional assignments (for faculty, lab managers, and teaching assistants).
6. Governance assignments (for department chairs, etc.)
7. Academic assignments (professional activities, scholarship, public, and community service)

Other instructors may be assigned to classes and would therefore be a part of workload calculations, but the above information may not be maintained for them, as it requires entry into the Human Resources module of Banner. An example is a high school instructor that is actually employed at the high school where the concurrent enrollment course is being taught.

**END-USER INTERFACE**

The end user experience must be streamlined and simple. All functionality must reflect a natural and simplistic feel. Location and usability of all features must be structured to be “follow your nose” simplistic. The following requirements will be met:

1. Interface diagrams and process flow will be documented before coding begins. These documents will provide a map of how the users will interact with the application.
2. The development specification will be reviewed by a designer, and approved by the workload task force, with the user base in mind before coding begins.
3. All button labels and area names will be consistent. Special attention will be given to insure no spelling or grammar errors.
4. All user feedback screens (errors, checking, feedback, warnings, etc.) will be clear, concise, informative and user-friendly giving the user the feedback that is needed. These screens will appear anytime a user takes an action and needs to be informed about the outcome of that action.

5. Error messages should be editable by the system administrator, OR should be specific enough that the message can easily be found and modified to meet current circumstances.

6. Context sensitive help solution will be built into every input page.

7. All white space will be used efficiently to reduce scrolling.

8. All display screens will be reordered and presented in a consistent manner for usability and navigation purposes.

9. Basic functions such as Save, Edit, Submit, etc., will be in a consistent, convenient location on each page.

**Workload Planning**

The system must provide access, in an intuitive and consistent way, to past and current workload information, as well as future semester instructional (ICHE), leadership (GCHE), and research assignments (ACHE). Specifically, it must:

1. Utilize existing class section data within Banner.

2. Identify potential workload issues related to instructional assignments on cross-listed, team-taught, or double-booked classes and allow department chairs to reconcile these issues.

3. Provide “what if” scenario functionality for department chairs and other authorized managers for workload planning.

4. Insure that “planning” and “actual” data is easily identified and separate, and that users can view planned workload compared to actual at any point in time for a semester, or a contract period.

5. Provide for the implementation of a class schedule plan for faculty by:
   a. Comparing the plan to actual data within Banner.
   b. Providing an interface to insert faculty class section assignments while maintaining existing data checks and restrictions.
   c. Requiring confirmation of desired changes.
   d. Providing an implementation report, showing new class schedule assignments.

6. The various stages of workload planning (and management) will be supported within the system through the ability to:
   a. Grant or remove ability to modify instructional assignment data, based on term, and authority level.
   b. Turn visibility of instructional assignments on or off for specific audiences, for specific terms.
   c. Notify persons who have responsibility at various levels of changes in workload data (workflow).

**Workload Management**

Managers must have access to workload data, be able to affect change within the system quickly, and have confirmation that the changes have been appropriately carried to other university systems. In order to facilitate this, the system will include or leverage the following:

1. A view only option for faculty members to view their own current assignments, based on term availability (see #5, in Workload Planning) as determined by workload managers.

2. The Operational Data Store and the Enterprise Data Warehouse to insure that current and past workload information is available to faculty, workload managers, and administration in a way that it can be compared to other university data, across all colleges, schools, and departments.

3. Visibility of faculty workload data to various stakeholders at various times as identified by the managers and administrators (see #5, in Workload Planning).

Department Chairs must also have the ability to view potential issues in actual workload and reconcile those issues, prior to approval by the dean. Some of this functionality may be provided through reports, but instructional workload conflicts due to cross-listing or other similar business rules must be reconciled prior to eSAF creation and approval by the dean.
REPORTING

Data related to faculty workload, that is currently maintained within the Banner system will be included in the UVU Operational Data Store (ODS), and will also be added to UVU’s Enterprise Data Warehouse (EDW). Some of this data will be included using the existing methods outlined in the Sungard Higher Education documentation for ODS and EDW.

Additional database tables developed as a result of this project, that contain data which should be included in the ODS and EDW, will be identified at the completion of the development plan. The data will be included in the ODS and EDW at that point.

The following reports will be developed:

1. Institutional Workload Report for the Utah State Board of Regents
2. Workload totals and detail by College, School, and Department
3. Workload totals and detail by Faculty Member
4. Workload Overload Report
   a. Include faculty members whose total workload calculations are above standard workload
   b. Include detailed assignments that make up the faculty member’s workload
5. Workload Utilization Report by Department
   a. Faculty whose total workload calculations are below or above standard workload
   b. Department averages
   c. Faculty assigned to teach outside of Department and/or School
6. Full-time staff who are also teaching
   a. Where are they teaching?
   b. Are they teaching during regular working hours?
7. Total Compensation
   a. Summary from all sources
   b. Total by faculty
   c. Total by School/Department
   d. Total by index
   e. Total by course
   f. Totals for adjunct/overload
   g. Concurrent enrollment split out
8. Salaried Faculty Regular Contract Teaching Load by Department
9. Salaried Faculty Regular Contract Teaching Load by Course
10. Team teaching, cross listed classes, double booked
11. Headcount by department
   a. Average teaching ICHE
   b. Cost vs. revenue – what if analysis for decision making
12. Potential Faculty Assignment Issues Report
   a. Faculty that have assignments that may be problematic for workload calculations.
      i. Excessive overload
         1. Lab Managers who have ½ contract – are they teaching more or less than required?
         2. Adjunct teaching in excess of policy
13. Calendar by department (to populate GroupWise Calendar files)
14. Current eSAF reporting capabilities
15. Summaries of GCHE assignments by department, college/school, and the university
16. Summaries of ACHE assignments by department, college/school, and the university
**WORKFLOW**

The following requirements for workflow are listed separately because planning, approvals and change notification for faculty workload are a core component of the faculty workload process.

Workflows created for faculty workload activities will be based on two things:

- The roles of individuals that need to approve an action or to be notified of an action in the system
- The process (steps) defined in the system for a curriculum object to follow.

The requirements for the workflow module are as follows:

1. The workflow definition will identify roles required for approval or notification in the process.
2. The workflow definition will use the following status options. These statuses will also indicate the action that may be taken at various levels of the workflow and the faculty workload system administrator may take any of these actions at any point in the workflow. Administrative facilitation must be noted when the system administrator takes action.
   a. Initiated: creation of new faculty workload information.
   b. Review: Under review by faculty, department administrators, etc. at any point in the process.
   c. Approved
   d. Change Requested
   e. Denied
3. The system administrator must be able to restart a workflow for a system object, and override any level of the workflow. If a system administrator override or restart occurs, it must be captured so that it can be identified.
4. A workflow definition will contain the required roles for individuals that can take action at each level within the workflow.
5. A workflow definition will be applied to faculty workload objects, the appropriate college, and department. *For example*, a workflow for class section instructional assignment may include the following steps:

<table>
<thead>
<tr>
<th>Workflow component</th>
<th>Initial Status</th>
<th>Potential Actions / Resulting Status</th>
<th>Required Role / Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Assign instructor</td>
<td>Initiated</td>
<td>Dept Admin or Above; Specific department based on course and instructional method</td>
<td></td>
</tr>
<tr>
<td>2 Review Department Assignments</td>
<td>Review Approved Denied Change Requested</td>
<td>Department Chair</td>
<td></td>
</tr>
<tr>
<td>3 Review Personal Assignments</td>
<td>Review Approved Change Requested</td>
<td>Faculty</td>
<td></td>
</tr>
<tr>
<td>4 Review Department/School Summary &amp; Assignments</td>
<td>Review Approved Denied Change Requested</td>
<td>Associate / Assistant Dean</td>
<td></td>
</tr>
<tr>
<td>5 Review College/School Summary &amp; Assignments</td>
<td>Review Approved Denied Change Requested</td>
<td>Dean</td>
<td></td>
</tr>
<tr>
<td>6 Review Total Summary &amp; Assignments</td>
<td>Review Approved Denied Change Requested</td>
<td>VP Academic Affairs</td>
<td></td>
</tr>
<tr>
<td>7 Payroll</td>
<td>Ready to Process Processed Change Requested</td>
<td>Payroll Administrator</td>
<td></td>
</tr>
</tbody>
</table>

6. The following groups will be involved in the workflow path of at least one workflow definition in the system:
a. Faculty member  
b. Department Chair  
c. Department Chair’s Designee/Admin/Dept Scheduler  
d. Dean  
e. Dean’s Designee/Admin  
f. AVPAA  
g. VPAA  
h. Institutional Research and Information  
i. Budget Office  
j. Faculty Workload System Administrator  
k. Payroll  
l. Human Resources  

i. The users that will have the authority to take action at a particular point in a workflow path will be identified by their relationship to the department, college, institution, etc. and their role. For example, a course will be identified with a department and college/school. An individual would need to be identified as the dean (role) of the particular school in order to take action at the dean’s level in the workflow, or have a role that is defined higher than a dean and associated with the institution.

7. The Faculty Workload System Administrator must be able to override a workflow where necessary, to make minor adjustments, or adjust the flow for a faculty workload object in progress.

8. Users must be able to easily see where faculty workload actions are on the workflow path, with a view of the entire workflow from beginning to end. This view must include past actions/statuses for an item, and who performed them.

9. Each approval along the workflow must be stored for each faculty workload action, including the username of the person that approved or denied it, the date approved/denied, and any comments.

10. Multiple actions for each step in the workflow path must be stored, with the proper sequence of such actions maintained. For example, if a faculty workload action is first denied at the dean’s level in the workflow, the data for that denial must be maintained. If the course is then re-submitted to the dean’s level in the workflow, and it is approved, the data for that approval must be maintained, and listed as the most recent action at that point in the workflow for that course.

11. Workflow data must be stored in such a way as to facilitate operational reporting at each level of the workflow.

**Administrative Tools**

The system will include various administrative tools, via a single, web-based interface.

**Security**

Current workload data and related functions must be secured at various points in time by term, college/school, and department. Some of this has been outlined in previous sections of this document. Security will be role-based:

1. Approval of workload plans, actual assignments, and payroll actions will typically follow Human Resource assignments and position classifications. Exceptions must be considered. For example, an individual may be assigned approval authority as if they are a dean, but they may still have a faculty position classification for other reasons.

2. All users and faculty reported within the module must have a UV ID within the Banner System.

3. Users can be added to role groups.

4. Role groups will be linked to functions within the system, and the level of access (e.g., view, insert, update, delete).

5. Security classes will be created within BANSECR that provide faculty workload administrators access to Internet-native Banner (INB) forms used within the module.
6. Most faculty workload planners and users will access the module functionality via Banner Self-serve and the UVLink portal. Security must be developed with this in mind.

**System Needs**

1. Additional Oracle database tables may be required for unique workload functions, such as weighted calculations.
2. Additions to existing Oracle forms, or new Oracle forms, may be required for this system.
3. The system will use proprietary login based on UV ID and will integrate with UVLink.
4. The system will use the standard Banner Online Services design (as mentioned in the Usability section above).
5. No new hardware would be needed for the database/server end to implement this, but there will be a tremendous amount of new development that will need to be done.

**NOTES AND ISSUES**

**ADMINISTRATIVE TOOLS**

**User Management**
It will be necessary for system administrators to have access to tools that will allow them to add, remove, or restrict users who use the system. Users must be associated with values for categories such as the following:

1. Associated Organization Structure
   a. College (specific college – not required)
   b. School (Banner Division Code, if applicable – not required)
2. Department (specific department – not required)
   a. Associated Role(s)
   b. Faculty member
   c. Department Chair
   d. Department Chair’s Delegate (e.g., Administrative Assistant or Dept Scheduler)
   e. Dean
   f. Dean’s Delegate (e.g., Administrative Assistant or Financial Manager)
   g. Associate Vice President, Academic Affairs
   h. Vice President, Academic Affairs
   i. Budget Office
   j. Institutional Research and Information
   k. Faculty Workload System Administrator
   l. Payroll
   m. Human Resources

**User Identification**
New users should be associated with Banner and use the Banner UV ID as their logon, and their Banner self-serve PIN as their password. Administrators should be able to create messages and those messages should be displayed to any user with a selected user role at their next system login. For example, the system administrator may want to create a message stating the due date for faculty workload plans, and have all department chairs and deans see that message when they log in.

**Reporting tools**
Any reports that are standard and for operational use should be available to the administrator via an accepted institutional method. Additional report deliverables are listed in the “Reporting” section of this document listed above.
Database Archive/Backup
This project and the resulting system will rely on existing institutional policies for the back-up of data. If additional hardware or other resources are needed to provide back-ups for this system, the Information Technology department will notify Academic Affairs prior to the start of development.
APPENDIX A

SAMPLE TIMELINE

Faculty Workload Sample Timeline
Calendar Year 2009

Workload Policy Due Dates
3/15/2009
RFWL (08-09)
- to Dean
4/1/2009
RFWL (08-09)
- to VPAA

5/10/2009
Plan WL (09-10) AY
- to Dept Ch / Faculty
6/30/2009
Plan WL (09-10) AY
- to Dean

8/15/2009
Plan WL (09-10) AY
- to AVPAA
11/5/2009
Actual WL (09-10) AY
- to IR
10/17/2009
Actual WL (09-10) AY
- to Dean
12/31/2009
Actual WL (Fall 09)
- to Regents

Class Scheduling Due Dates
1/12/2009
Fall #2 (2009)
1/12/2009
Summit #2 (2009)

3/13/2009
Fall #3 (2009)
2/19/2009
Summer #3 (2009)

5/6/2009 - 8/14/2009
Summer Semester
5/11/2009
Spring #1 (2010)
6/7/2009
Spring #2 (2010)
7/10/2009
Spring #3 (2010)

8/26/2009 - 12/17/2009
Fall Semester
9/11/2009
Spring #1 (2010)
10/17/2009
Spring #2 (2010)
10/30/2009
Spring #3 (2010)

1/27/2009
Fall #1 (2010)
2/4/2009
Summit #1 (2010)

1/27/2009
Fall #2 (2010)
2/19/2009
Summer #2 (2010)

1/27/2009
Fall #3 (2010)
2/19/2009
Summer #3 (2010)

1/1/2009
2/1/2009
3/1/2009
4/1/2009
5/1/2009
6/1/2009
7/1/2009
8/1/2009
9/1/2009
10/1/2009
11/1/2009
12/1/2009

AY = Academic Year
RFWL = Realized Faculty Workload
WL = Workload

*Plan* is for Fall 2009 & Spring 2010

*Actual* includes Actual Fall 2009, and Planned Spring 2010
Managing Faculty Workload - Business Process Flow, v. 2.0

1. From VVIA Page 1
2. Review workload plans
3. Approve workload plans?
   - NO
   - YES
   - To DEAN Page 1
   - To DEAN by Oct 13

4. From DEANS Page 1
5. Approve eSAF?
   - NO
   - YES

6. Research & Correct Data
7. Submit eSAF
8. Review Report of Actual Workload
9. To DEAN Page 3
10. Submit Institutional Workload Report to State

11. Enter / Update Faculty Assignments in Banner
12. Data in Payroll Office
13. Data loaded into Banner Payroll Module
14. Payroll processes individual transactions
15. Prepare payment transaction file
16. To END Page 2

17. To DEAN
18. Review College/ School Actual Workload Report
19. To DEAN
20. Prepare College/ School Actual Workload Report

*Step 13 may be repeated throughout the process as varying levels of review and approval take place, and for each semester.*
APPENDIX C
ICHE CALCULATION FORMULAS

Each class section, or cross-listed group of class sections, has a base ICHE (Instructional Credit Hour Equivalent). The following formula is used for all class sections that are lecture, lab, or lecture/lab combinations.

Base Credit Hours + (( Contact Hours – Base Credit Hours ) / 2 ) = Base ICHE

For large class sections, a multiplier is used. The enrollment scale for the multiplier is:

<table>
<thead>
<tr>
<th>If the number enrolled is...</th>
<th>Then the multiplier is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-60</td>
<td>1</td>
</tr>
<tr>
<td>61 – 100</td>
<td>1.2</td>
</tr>
<tr>
<td>101 – 150</td>
<td>1.4</td>
</tr>
<tr>
<td>151 – 200</td>
<td>1.6</td>
</tr>
<tr>
<td>201 or greater</td>
<td>1.8</td>
</tr>
</tbody>
</table>

Total ICHE for a class section or a cross-listed grouping is:

Base ICHE * Multiplier

In cases where zero credit hours are offered for lab sections, the credit hours for both the lab and the regular course it is linked or associated with are recalculated before applying any other calculations or multipliers.

Also, when a regular class section is taught that has one student in it, that course is automatically calculated using the “Individualized” formula below.

Alternate methods are used to calculate base ICHE for class sections that are supervised remotely, are individualized, or are taken for thesis or dissertation credit. These are shown below:

Base ICHE for classes Supervised Remotely = ((Number Enrolled * Base Credit Hours) / 20 )

Base ICHE for classes that are Individualized = ((Number Enrolled * Base Credit Hours) / 10 )

Base ICHE for Thesis credit classes = ((Number Enrolled * Base Credit Hours) / 6 )

Base ICHE for Dissertation credit classes = ((Number Enrolled * Base Credit Hours) / 3 )

Utah Valley University does not offer dissertation credit courses. Other Utah state schools, which do offer dissertation credit or doctoral programs, may have a desire to use any modifications to Banner that are made to manage workload. This information is included so that development of this system could potentially allow for dissertation credit workload calculations.

Note Regarding Utah State Board of Regent’s Workload Reporting
Currently, the section instructional method is used to determine which ICHE formula is used for a class. In the case of cross-listed or double-booked classes, where the instructional methods are different for sections within a group, Institutional Research and Information (IRI) contacts the department to determine which section is considered the “home” section of the grouping. Enrollments are then combined and ICHE is calculated for the group as if it were one class section.
If the instructional methods for a group of cross-listed or double-booked sections are the same for all sections within the group, then enrollments are combined and IRI does not need to contact the department to determine which instructional method should be used.

The research needed to reconcile instructional methods is the primary reason that faculty workload reporting is not fully automated.

**APPENDIX D**

**SAMPLE INSTITUTIONAL RESEARCH & INFORMATION DEPARTMENT WORKLOAD REPORTS**

Please see the associated Microsoft Excel files named “AdjunctFacultyWorkloadReport_Sample.xls”, “FacultyWorkloadReportSheet_Sample.xls”, and “Faculty Load 2007 by Department and School.xls” included with this document.

**APPENDIX E**

**CURRENT INSTITUTIONAL RESEARCH & INFORMATION TASKS FOR EXTERNAL WORKLOAD REPORT TO USHE**
**DISCLAIMER**

By design, this Requirements Document focuses on the broader scope of the faculty workload process. The finer details of the process will be defined and implemented after the development specification is written, and after the Faculty Workload Management System Task Force has an opportunity to provide feedback. All timelines may be adjusted after the development specification is approved, however, the task force is hopeful that a parallel test of the reporting portion of the business process can be accomplished for Fall 2009 using the new system.

The task force is also hopeful that the entire institution will be able to use the new system for the complete business process by the end of the first calendar quarter, 2010. **A more specific timeline will be created once the development specification is complete. Deliverables for these estimated dates may also be adjusted.** All budgetary needs will be set forth after the development specification and process flow are approved.

The parties below represent that:

1- They have reviewed these functional requirements.
2- The respective areas they represent have had opportunity for input and the scope of this project is complete so far as current business process and policy are concerned.
3- They will move forward with this project immediately, and that priority will be given to this project where needed and reasonable to meet the dates outlined.
4- The Faculty Workload Management System Task Force representative and one Oracle programmer will be designated to:
   a. Identify existing portions of the Banner system (either delivered by Sungard or added/modified by UVU) that will require changes to meet these requirements.
   b. Identify additions to the system needed to meet these requirements.
   c. Create a development specification that outlines the project tasks and provides further technical information for assigned Oracle developers.

**SIGNATURES**

________________________________________________    _________________
Faculty Workload Management System Task Force Representative

________________________________________________    _________________
IT Representative

________________________________________________    _________________
Academic Affairs Representative

END OF DOCUMENT