

Educational Stewardship Committee

Practices that Could Have Negative Impact on the Educational Mission¹

Under the new system of Incentive-Based Budgeting the schools and colleges must balance their own budgets. They are encouraged to be creative and entrepreneurial in their operations, including teaching, and this can be a very good thing. However, especially because the primary source of revenue is undergraduate Student Credit Hours Taught (SCHT), we need to ensure the practices of the schools and colleges do not negatively affect the quality of students' educational experience or the educational mission of the University or its schools and colleges. The following are lists of practices that could potentially have such negative effects. Some of the practices should be avoided and others should be implemented with thoughtful consideration to students' educational experience in given courses and in curricula. The lists are not intended to be comprehensive; they are intended to serve as a guideline for safeguarding the educational mission under Incentive-Based Budgeting. This is a working document that will be revised as we gain experience. The schools and colleges should exercise care to ensure the high quality of the teaching and learning environments is maintained when implementing changes such as:

- Increasing course section sizes
- Decreasing the use of teaching assistants
- Altering faculty workload assignments

The schools and colleges should not:

- restrict the number of courses their students can take out-of-college
- maximize the number of out-of-college students they teach during the academic year by developing courses that are popular, but which may not be well aligned with educational goals of the Program and the University
- create their own service courses for their students (composition, chemistry, math, etc.) so as to decrease the number of courses their students take out-of-college
- reduce lab courses because of their expense
- Promote fees levied by their programs or courses

The Educational Stewardship Committee will monitor data and field concerns regarding the noted practices.

¹ Adapted from documents from Cornell University