

**To:** Faculty Senate

**From:** Dr. Rebecca R. Bryan and Mr. Ross Borden

**Date:** 4 April 2023

**Re:** Proposed Resolution on Staffing Requirements

**RATIONALE:**

**WHEREAS** comprehensive planning is needed to match student enrollment with staffing capabilities in programs/departments; and

**WHEREAS** other public higher education systems (The California State University) have a mechanism for programs/departments to file for impaction to manage enrollment; and

**WHEREAS** a mismatch between enrollment planning and resource allocation to programs/departments with increasing student loads has resulted in structural dysfunctions that create inequitable workloads and unmanageable staffing shortages in some departments (SUNY Cortland Department Annual Report Data); and

**WHEREAS** some departments have had no choice but to press full-time faculty to accept teaching overloads every semester; and

**WHEREAS** some departments have faculty advisement loads that are too large to enable adequate advisement time to students (SUNY Cortland Department Annual Report Data); and

**WHEREAS** the administrative needs of programs/departments with extensive student certification, student teaching, and field placement requirements have placed an unreasonable workload on support staff; and

**WHEREAS** the over-enrollment of some programs/departments has created a shortage of classroom and other teaching spaces; and

**WHEREAS** some programs/departments that have experienced consistent faculty teaching overloads and support staff overload are experiencing an unproductive turnover of faculty and staff as employees find their workloads unmanageable; and

**WHEREAS** the above conditions are grossly inadequate to meet the teaching, advisement, and other forms of support students need to succeed; and

**WHEREAS** the chronic teaching of overloads negatively impacts one's research and service obligations for continuing appointment and promotion; and

**WHEREAS** the above conditions are having a severe negative impact on employee health and morale and constitute a dire emergency that should be addressed immediately; and

## **RESOLUTION:**

**THEREFORE BE IT RESOLVED**, that the Faculty Senate call upon the campus administration to immediately assess the impact of undergraduate and graduate enrollment plans for 2023-24 to develop a practical mechanism, such as impaction for determining enrollment targets in programs/departments based on staffing, academic teaching space available, curriculum requirements, and field placement requirements, utilizing input from programs/departments that self-identify as experiencing a current staffing crisis; and

**FURTHER BE IT RESOLVED**, that the Faculty Senate call upon the campus administration to immediately provide resources to programs/departments experiencing unmanageable advisement workloads to enable them to hire another part-time or full-time academic advisor housed within the program/ department; and

**FURTHER BE IT RESOLVED**, that the Faculty Senate call upon the campus administration to report on the above actions before the end of the Spring 2023 semester, clarifying immediate steps taken and a timeline for longer-term strategic goals.

## **BACKGROUND:**

The California State University (CSU), <https://www.calstate.edu/csu-system/news/Pages/What-is-%E2%80%98Impaction%E2%80%99.aspx>; at Chico State, <https://catalog.csuchico.edu/undergraduate-requirements/admissions-undergraduate/>; at Sonoma State, <https://admissions.sonoma.edu/how-apply/impacted-majors/first-time-freshman-impacted-major-criteria>

SUNY Cortland Department Annual Report Data (enrollment & faculty workload trends): <https://www2.cortland.edu/offices/institutional-research-and-assessment/institutional-reporting/internal-reports/annual-report-.dot>