
LOU IU WORK GROUP PROPOSAL (4/19/2022)

I. Issue Statement:

The college has used **Instructional Units** to determine full-time faculty instructional workload at KVCC. The definition of an instructional unit is found on page 36 of the current collective bargaining agreement between Kalamazoo Valley Community College and the Kalamazoo Valley Community College Faculty Association (KVCCFA, 2018-2022):

Instructional Unit: One instructional unit is equal to forty (40) clock hours of instructional and professional activities. Instructional activities include preparation, class contact, evaluation of student performance, and consultation with students. Instructional unit values will not be assigned in less than one-tenth (1/10) units.

During the spring 2018 negotiations, a Letter of Understanding was signed between the college and the faculty association to form a committee charged with identifying, developing, or revising a method to account for full-time faculty instructional workload and replacing the instructional unit system. The committee, comprised of 3 administrators and 3 KVCCFA members, was to ensure that its recommendations would meet the following four (4) criteria;

- Provides an equitable accounting of faculty workload.
- The ability to integrate with an electronic data system for contract generation and workload reports.
- Compliant with various KVCC and legally mandated leave programs.
- Consistent and transparent with limited needs for exceptions.

II. Background Information:

The committee began its work in fall 2019 with Dr. Paige Eagan chairing for administration and Kim Grubka chairing for KVCCFA. Fall 2020, Patti Henning became the chair for administration. The team members included Tracy Labadie, Tim Welsh, Stephanie Hughes, and Scott Myers. Also included on the work group was Anella Koneru, representing the Dean's office, and Amy Louallen, representing Human Resources. Patti Henning retired in June 2021 and in Fall 2021 Tracy Labadie became chair for administration and Brian Lueth was invited to join the team. The team underwent a period of discovery to fully understand the instructional nuances for each of the divisions, expectations of faculty for each teaching modality, and understanding how the IU system has been used to determine faculty workload. The team met with an employee from Records and Registration to gain a better understanding of how instructional strategies and course credits and contact hours are calculated and applied. The team also met with program directors from health careers to gain an understanding of the nuances of the teaching modalities used within their division. Additionally, the team closely examined the Collective Bargaining contracts from all 28 Michigan community colleges to help determine common practices for calculating faculty workload at our sister institutions.

III. Proposal

The committee members have unanimously agreed to recommend the college transition to a **Contact Hour** system in place of the Instructional Unit system.

Contact Hour: One Contact hour equals 800 instructional minutes of instruction and includes instructional activities of preparation, class content, evaluation of student performance, and consultation with students.

The team agrees that a contact hour system will be easier to understand because of the direct correlation to course strategies, achieving the team's goal of recommending a system that will provide clarity and ease of understanding. The

team also believes this proposal will improve consistency in how faculty workload is calculated and applied across divisions. Finally, the team agrees this recommendation will result in minimal change to contract language and application, which will ease our transition.

The proposed Contact Hour system was evaluated against the four criteria specified in the LOU:

a. *Provides an equitable accounting of faculty workload.*

This system will provide an equitable accounting of faculty workload. The team's work was focused on equity across all teaching modalities and it became clear as the team progressed through this work that each division has its own nuances that make them unique. The recommendations noted in Section IV are written in a manner to address the needs of each area and the recommended changes noted in Section IV are a reflection of the team's understanding of instructor expectations for each modality. Specifically, standard labs require instructor preparation and instruction in a similar capacity as seen in a lecture setting

b. *The ability to integrate with an electronic data system for contract generation and workload reports.*

Research into software systems, Banner capabilities and discussions with other Banner institutions has led us to the conclusion that there is no software solution currently available that will fully support the nuances we find in our teaching modalities. The systems available will not allow us to easily generate contracts and workload reports. It is recommended that the college continue to work in collaboration with the faculty association to develop an internal system to streamline the manual components necessary in our process, ensure consistency in faculty workload calculations, and allow for proper checks and balances. It is recommended the college's system include standardized forms designed to align with the contract language and are reviewed by the faculty member, program chair/director, Dean and payroll processing.

c. *Compliant with various KVCC and legally mandated leave programs.*

This proposal should remain compliant with all mandated leave programs since the main issue is converting Instructional units to Contact hours. These proposed changes DO NOT address any area with legally mandated leave.

d. *Consistent and transparent with limited needs for exceptions.*

This proposal is transparent with minimal need for exceptions; Collateral Duties remain within Article 5 of the contract and Special Assignment remains within Appendix A. Both collateral duties and special assignments allow management to award contact hours outside an assigned course (CRN). It is also straightforward for individuals to understand their contractual hours without doing complicated calculations, increasing transparency.

IV. Proposed Contract Language:

Change Instructional Unit (IU) to Contact Hour (CH); contract areas where IU is identified (and needs to be changed to CH) are detailed below.

Article	Page	Contract Language with Proposed Changes	Proposed change																		
<p>5.24 Workload A.</p>	<p>10</p>	<p>A base teaching load of thirty (30) instructional units (I.U.) contact hour (C.H.) for the work year, provided that not more than eighteen and one-half (18 1/2) units contact hours will be scheduled for a semester except by mutual consent between the employee and the College. A substantially equal base teaching load of fourteen (14) to sixteen (16) I.U.'s C.H.s for each semester of the work year may be assigned by the Employer. Base load must include a minimum of two (2) semesters with at least twelve (12) I.U.'s C.H.s and two (2) face-to-face classes each semester (note: face-to-face includes blended classes). When summer is counted as one of the two semesters, a minimum of twelve (12) I.U.'s C.H.s will be equally scheduled throughout both summer sessions. When summer is counted toward the base teaching load, the I.U. C.H. count for the Fall and/or Winter semesters will be adjusted accordingly. The initial workload assignment must be made not later than thirty (30) days before the beginning of the work year.</p>	<p>Change Instruction Unit (I.U.) to Contact Hour (C.H.).</p> <p>Leave all numbers the same.</p>																		
<p>B.</p>	<p>10</p>	<p>Posted and maintained weekly office/consultation hours at times appropriate for meeting student needs. Minimum posted hours shall be as follows:</p> <table border="0" data-bbox="386 1087 1159 1680"> <thead> <tr> <th data-bbox="386 1087 646 1125"><u>Strategy</u></th> <th data-bbox="662 1087 831 1125"><u>Base</u></th> <th data-bbox="922 1087 1081 1125"><u>Office Hours</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="386 1142 646 1243">Lecture/discussion Composition and Open Laboratory</td> <td data-bbox="662 1142 831 1209">Each course I.U. CH, 4 each semester</td> <td data-bbox="922 1142 1081 1209">4</td> </tr> <tr> <td data-bbox="386 1276 646 1344">Clinics and Standard Laboratory</td> <td data-bbox="662 1276 831 1344">Each course I.U. CH, 2 each semester</td> <td data-bbox="922 1276 1081 1344">2</td> </tr> <tr> <td data-bbox="386 1377 646 1478">Independent Study/ Prior Learning Evaluation</td> <td data-bbox="662 1377 831 1444">Each student, each semester</td> <td data-bbox="922 1377 1081 1444">2</td> </tr> <tr> <td data-bbox="386 1512 646 1545">Special Assignment.</td> <td data-bbox="662 1512 831 1545"></td> <td data-bbox="922 1512 1081 1579">As mutually Agreed</td> </tr> <tr> <td data-bbox="386 1612 646 1680">Alternative Teaching/ Learning Options</td> <td data-bbox="662 1646 831 1680">Each Course</td> <td data-bbox="922 1646 1081 1680">See Note</td> </tr> </tbody> </table> <p>Office hours shall be scheduled over the period and days the course(s) is(are) scheduled. but in no event shall employees schedule less than one (1) hour during each work week. If at least two (2) but less than six (6) hours are required during each work week such hours shall be scheduled on two (2) separate days. If</p>	<u>Strategy</u>	<u>Base</u>	<u>Office Hours</u>	Lecture/discussion Composition and Open Laboratory	Each course I.U. CH , 4 each semester	4	Clinics and Standard Laboratory	Each course I.U. CH , 2 each semester	2	Independent Study/ Prior Learning Evaluation	Each student, each semester	2	Special Assignment.		As mutually Agreed	Alternative Teaching/ Learning Options	Each Course	See Note	<p>Change Instruction Unit (I.U.) to Contact Hour (C.H.).</p>
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Special Assignment.		As mutually Agreed																			
Alternative Teaching/ Learning Options	Each Course	See Note																			

		<p>six (6) or more hours during each work week are required, such hours shall be scheduled on three (3) separate days. Daytime office hours shall not be scheduled in less than one (1) hour blocks. Office hours after 5:00 p.m. shall not be scheduled in less than one-half (1/2) hour blocks.</p> <p><i>Note:</i> Regarding Alternative Teaching/Learning Options, inquiries will typically be addressed within 24 hours of when a message is received. Inquiries that are received over the weekend and/or on a College holiday will typically be addressed by the next business day.</p>	
C.	11	<p>Various professional responsibilities which are in addition to those assignments which carry instructional units contact hours. These will typically include the following:</p> <ol style="list-style-type: none"> 1. participation in appropriate committees and councils; 2. participation in faculty, curricular and department meetings; 3. participation in ceremonial exercises; 4. professional growth and development; 5. updating existing curricula, preparing new curricula, or altering delivery methods for the curricula and academic assessment; 6. academic mentoring and/or student advising; 7. public service; and 8. such other activities as are reasonably required for employees to remain current in the assigned area and for the discharge of their professional responsibilities. <p>A required survey of faculty members shall be conducted annually by the deans of instruction to determine the effectiveness of these responsibilities. An employee's failure to submit this required survey annually or failure to participate in any professional responsibilities in addition to those assignments which carry instructional units contact hours will result in disciplinary action.</p>	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
G.	12	<p>Employees may refuse an assignment in the fall semester which causes their work load to exceed eighteen and one-half (18 1/2) I.U. C.H. or any assignment which causes their work load for the year to exceed thirty-one (31) I.U. C.H. Refusal to accept any such assignment will not be considered as a negative factor in their evaluation.</p>	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
5.26 Overload	12	<p>Employees will qualify for overload compensation if their work load exceeds eighteen and one-half (18 1/2) I.U. C.H. for a semester and/or thirty (30) I.U. C.H. for the work year unless a waiver of this section is mutually agreed to pursuant to Article 5.24 A. Overload compensation will be paid for each one-tenth (1/10) I.U. C.H. in excess of the base assignment at the rate set forth in Article 7. Employees may refuse any assignment which is entirely overload and will not have such action considered as a negative factor in their evaluation.</p>	Change Instruction Unit (I.U.) to Contact Hour (C.H.).

5.27 Collateral Duties	12	If the Employer schedules a non-teaching assignment, employees will receive appropriate I.U.'s C.H.s as defined by the Special Assignment strategy in Appendix "A". Employees with collateral duty assignments will not be assigned conflicting schedules. Employees may refuse a non-teaching assignment and will not have such action considered as a negative factor in their evaluation. The performance of the collateral duty shall be evaluated by the Employer. Such evaluation shall be based on the tasks and objectives determined at the beginning of the assignment. If, as a result of such evaluation, employees are removed from a collateral duties assignment, they shall be returned to teaching duties. Such evaluation and/or cancellation shall not be subject to the grievance procedure.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
5.28 Instructional Unit Contact Hour	13	One instructional unit contact hour is equal to one (1) contact hour of lecture/discussion 800 instructional minutes of instruction, or its equivalent as shown in Appendix "A".	Change Instruction Unit (I.U.) to Contact Hour (C.H.). Add part of definition.
5.34 Work Scheduling B.	13	If employees are assigned to teach a course, their normal schedule for Non-Classroom Faculty duties will be adjusted or they will receive overload compensation. In either case, the I.U.'s C.H.s of the course assignment will be used as the basis for adjusting the work schedule or determining overload compensation.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
5.35 Overload	14	Overload assignment compensation for teaching a course will be paid for each one-tenth (1/10) I.U. C.H. at the rate set forth in Article 7. Employees may refuse any assignment which is entirely overload and will not have such action considered as a negative factor in their evaluation.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
5.55 12 Month Work Load	14 – 15	Re: assignments which carry instructional units	This entire section, 5.5 is deleted at the end of the 2018 – 22 Agreement.
7.122 Substitute Instruction	29	Employees who serve as a substitute instructor shall be compensated at the rate of 1/30th of the rate of an overload I.U. C.H. for each clock hour of such service provided that the appropriate dean or designee shall: a). Be notified by the absentee instructor in advance of the anticipated absence, whenever possible. b). Have made the substitute assignment.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
7.123 Overload	29	Instructional employees shall be paid overload compensation at the rate of \$986 for each instructional unit contact hour during 2018-19; \$1003 for each instructional unit contact hour during 2019-20; \$1021 for each instructional unit contact hour during 2020-21 and \$1041 for each instructional unit contact hour during 2021-22. One instructional unit contact hour equals forty (40) clock hours for Non-Classroom Faculty.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).

7.125 Third Shift Assignments	29	When employees accept an assignment which occurs entirely between the hours of 10:30 p.m. and 7:30 a.m., additional compensation shall be made. Such adjustment shall be made by multiplying the instructional units contact hours normally associated with the assignment by a factor of 1.10.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
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Appendix A Title	36	INSTRUCTIONAL STRATEGIES, INSTRUCTIONAL UNITS CONTACT HOURS AND COURSE PREPARATIONS	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
Appendix A 2. Instructional Unit. Contact Hour	36	Instructional Unit. Contact Hour. One instructional unit contact hour is equal to forty (40) clock hours 800 instructional minutes of instructional and professional activities. Instructional activities include: preparation, class contact, evaluation of student performance, and consultation with students. Instructional unit Contact hour values will not be assigned in less than one-tenth (1/10) units.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
Appendix A 4. Course Preparation	36	A course preparation includes all activities an instructor may engage in to prepare for presenting subject materials to students in a course. Course preparation is an integral part of instructional activities. Nine (9) course preparation credits each semester are included in the base work load and will not qualify for overload compensation. Employees will be compensated for each course preparation credit in excess of nine (9) each semester at the rate of three-tenths (3/10) Instructional Unit Contact Hour for each course preparation credit. One preparation credit equals one course credit-hour for distinct class activities as follows: <ul style="list-style-type: none"> a. Approved standard courses (excluding 270s, 280s, and 290s) with distinct course numbers. b. Approved standard courses with distinct course titles indicating a substantial difference in course subject matter or content and not simply a variation in the manner of presentation. c. All assigned fieldwork (270s) experience under a particular discipline designation will be counted as a single course preparation credit. d. Special projects (280s) will be counted as standard courses EXCEPT when the subject matter covered is essentially the same as another course assignment, a portion of a course or a combination of courses. e. Independent studies and prior learning evaluation (290's) will be given preparation credit ONLY when the subject matter is substantially different from a standard course (or other 280 or 290) included in the employees' assignment AND the independent study/prior learning evaluation was assigned by the Employer as part of the employees' regular load. 	Change Instruction Unit (I.U.) to Contact Hour (C.H.).

Instructional Strategies & Instructional	38 – 42	INSTRUCTIONAL STRATEGY	INSTRUCTIONAL UNIT	CLASS SIZE – TOP LINE INSTRUCTIONAL	Change Instruction Unit (I.U.) to
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Units Contact Hours			CONTACT HOUR BASE	UNIT CREDIT – BOTTOM LINE	Contact Hour (C.H.).
					Remove class size on all instructional strategies except for: Lecture/Discussion, Composition, Blended, and Online.
		1. <u>Lecture/Discussion</u> A scheduled classroom activity conducted so that the instructor presents materials orally by various media to students.	Each Contact Hour Examples: 2-2-0 = 2 contact hours 3-3-0 = 3 contact hours 4-4-0 = 4 contact hours	To 43-44-47-48-51-52-56-1.0-1.1-1.2-1.3-57-62-63-68-69-75-76-83-1.4-1.5-1.6-1.7-84-91-92-100-101-109-1.8-1.9-2.0-110-120-121-131-132-143-2.1-2.2-2.3-144-155-156-169-170-181-2.4-2.5-2.6-182-195-196-209-210-224-2.7-2.8-2.9-225-239-240-255-256-271-3.0-3.1-3.2-272-288-289-305-306 & over-3.3-3.4-3.5 To 43 / 1.0 44 – 56 / 1.3 57 – 75 / 1.6 76 – 100 / 1.9 101 – 131 / 2.2	Change Instruction Unit (I.U.) to Contact Hour (C.H.). Have fewer ranges.
		2. <u>Composition</u> Courses which have objectives to develop students' ability to write and require an unusually large number of writing samples which must be read, marked and reviewed with students. Discussion is also a part of the in-class activity.	Each Contact Hour	To 24 / 1.0	No changes.
		3. <u>Standard Laboratory</u> Customarily a laboratory session is scheduled in addition to a lecture or discussion session during which the instructor works with the same students together, in small groups, or individually as they complete assignments	Each Contact Hour Examples: 3-2-3 = 5 contact hours 1.5-0-4.5 = 4.5 contact hours 4-3-2 = 5 contact hours	To 15 / .6-16-30 / .8 Effective Fall Semester 2021 To 30 / .8 30 / 1.0	Change Instruction Unit (I.U.) to Contact Hour (C.H.) Maintain cap at 30. Increase to 1.0 for each contact hour.

	<p>assignments which usually require application or information obtained through lecture or discussion.</p>	<p>2-0-6 = 6 contact hours Course with large lecture & small labs the lecture in counted once CRN 1 4-3-2 CRN 2 4-3-2 CRN 3 4-3-2 3 + 6 = 9</p>		Fix spelling
	<p>4. Open Laboratory / Open Clinic Student assignments, materials and/or equipment, and instructional technology are designed and selected by the instructors. Reports by or other forms of feedback on student performance are provided to the instructors, but they need not necessarily by be physically present during the time each student individually performs the assignment.</p>	Each Contact Hour	<p>To 15 /.3 16-30 / .4 31-45 / .5 46-60 / .6 61-75 /.7 76 & over / .1 for each additional 1 through 15</p>	<p>Add open clinic to the title. Fix verb tense.</p>
	<p>5. Clinic / Simulation Clinic Applies to Health Careers courses in which the instructor is physically present in a clinic setting to monitor, evaluate and consult with students assigned to the clinic.</p>	Each Contact Hour	<p>Variable Off-Campus Nursing and All other .5 <i>Formula:</i> (days each week) x weeks number of meetings x (hours each day meeting) x 60 minutes each hour x U-value .5 CH/ 800 minutes per contact hour <i>Example:</i> Off-Campus Nursing Clinic Clinic which runs two six 8-hour days per week for 15 weeks 30 x 8 x 60 x .5 / 800 = 9 C.H.s</p>	<p>Change Instruction Unit (I.U.) to Contact Hour (C.H.). Add Simulation Clinic to title</p>
	<p>6. Field Work Designed to structure the learning experience for students individually so they will observe and, to some extent,</p>	Each Student	<p>Variable .2</p>	No Changes.

	<p>apply the concepts, principles, and skills learned in earlier classes plus acquire a perceptual base on which later courses can build. For some courses this strategy may be used in addition to one of the other strategies. The role of the instructor includes: (1) matching such experience available to students; (2) preparing the job supervisor to work with the student; (3) monitoring students' progress toward the expressed aim of their planned experiences; (4) with the supervisor assessing performance on the job; and (5) reporting a grade to be recorded on the student's record.</p>			
	<p><u>7. Independent Study/Prior Learning Evaluation</u> Students assume responsibility for determining the aims and methods for their study, and the means and criteria by which course completion will be assessed. The instructor serves: (1) instructional units as a resource person for students as they prepare the initial proposal through approval; (2) to assess quantity of results of the students' studies; and (3) to report a grade to be recorded on the students' record.</p>	Each Student	To 5 / .2 Each student over 5 / .1 No more than 3.0 instructional units contact hours may be assigned to this strategy, regardless of class size.	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
	<p><u>8. Special Assignment</u> Such special projects as: developing audiovisual materials for laboratory or lecture/discussion courses; special-purpose research; experimental instructional strategies; team teaching approaches; non-credit courses; and unusual variations of class categories to be designed, implemented and evaluated for special purposes on an ad hoc basis. Collateral assignments of coordinators, directors, etc.</p>	Each Assignment = Contact Hour(s)	Variable / Variable	Change Instruction Unit (I.U.) to Contact Hour (C.H.).

		shall be made within the framework of this strategy.			
		9. Self Paced Student assignments and materials are designed and selected by the instructor. Reports by students or technicians or other forms of feedback on student performance are provided to instructors, but they need not necessarily be present during the time each student performs assignments. Instructors will schedule 2 contact hours per one credit hour a week for every 40 students in the classroom or lab setting to work with students and to provide instructional supervision.	Each Credit Hour	Every 4 students or portion thereof / .1	Self Paced strategy is no longer used in full-time teaching strategy.
		<u>10. Blended</u> Courses which require 50% in an online format and 50% in a lecture/ discussion format. <i>Note:</i> Prior to the Employer assigning a blended course, an employee, who has not previously taught a course with a blended strategy for KVCC, must successfully complete established training in place for this strategy through the Faculty Success Center.	Each Contact Hour	Composition to 24 all others to 28 / 1.0	No changes. Make sure the highlighted word is "to."
		<u>11. Online</u> Courses conducted completely in an online format. <i>Note:</i> Prior to the Employer assigning an online course, an employee, who has not previously taught a course with an online strategy for KVCC, must successfully complete established training in place for this strategy though through the Faculty Success Center.	Each Contact Hour	Composition to 24 all others to 28 / 1.0	No changes. Make sure the highlighted word is "to."

Additional Compensation for	44	Full Time Instructors. Compensation per instructional unit contact hour for courses shall be the same as the overload compensation per instructional unit contact hour for the semester	Change Instruction Unit (I.U.) to Contact Hour (C.H.).
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Instructional Faculty & Non-classroom Faculty		immediately preceding the summer semester. Instructional units Contact hours shall be determined on the same basis used during the regular work year.	
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V. Proposed Implementation Strategy

Through this project, it was identified that teaching strategies may not be accurately reflected in the course strategies noted on Master Syllabi. This was especially prevalent for health careers courses. The team recommends that a review of course strategies be completed to ensure Master Syllabi and Banner accurately reflect teaching strategies utilized so instructor workload can be accurately determined. This review should also ensure that students are accurately charged for time spent in class/lab/clinic and their time commitments are transparently communicated on the schedule.

The team recommends the review and subsequent updates of Master Syllabi be completed before Fall 2023 to ensure a smooth transition to the new contact hour system.

As noted in Section III, the team was unable to identify a technology solution that will support the nuances of the faculty workload calculation outlined in the contract. It is recommended the college develop a system that may include standardized forms designed to align with the contract language and are reviewed by the faculty member, program chair/director, Dean and payroll processing, with the goal of creating a manual calculation system that supports confidence in accuracy, accountability and consistency.

The team recommends the review and update of the faculty workload calculation process be completed before Fall 2023 to ensure a smooth transition to the new contact hour system.

Recognizing that the shift in instructional load calculation for standard labs will have a financial impact on the College, the team is proposing the following implementation timeline. Each year noted is an academic year (Fall, Winter, Summer). It is recommended that a three year implementation strategy be employed.

Year 1 (AY 2022-2023) - No change in structure. Launch a comprehensive communication strategy to ensure faculty understand the proposed change and the tiered implementation strategy. All faculty load sheets should include a side-by-side comparison of the IU system compared to the new CH system.

Year 2 (AY 2023-2024) - Implement the new contact hour system for calculating faculty workload with an increase in the Standard Lab calculation to .9 per credit hour (from .8 IUs). Faculty load sheets should include a side-by-side comparison to show the upcoming change from .9 to 1.0.

Year 3 (AY 2024-2025) - Fully implement the new contact hour system for calculating faculty workload with an increased Standard Lab calculation to 1.0 per credit hour (from .9 CHs).

The task force recognizes the final implementation strategy will be dynamic and the actual implementation strategy employed may differ from this recommendation. However, the team will support any methodology of implementation that would help mitigate the overall financial impact to the college while still meeting the proposed outcome. The team also recognizes that unforeseen circumstances may arise during the implementation process. The task force (comprised of three representatives from the faculty association and three administrators) will continue to support the transition by assisting with the development of new processes, troubleshooting and making recommendations to address questions or issues.