
Teaching Credits at Columbia Business School

Kerith Gardner, Associate Dean for Faculty Affairs

Agenda for the meeting

- Teaching Credits for Full-Time Faculty
- Teaching Credit Database (TCDB)
- Loads and Limits on Teaching for Full-Time and Adjunct Faculty
- Teaching Loads
- Overteaching
- Teaching Credit Buy-Outs

NOTE: All policies referenced can be found on the [Faculty Governance Website](#): normally under the [Faculty Policies](#) link

Teaching Credits for Full-Time Faculty

Teaching Credits for Full-Time Faculty (Summary)

- 3 student credit hours = a full semester course
- 1.5 student credit hours = a half semester course
- Full-time faculty earn at least:
 - 1 teaching credit for a full semester course taught alone
 - 0.6 teaching credits for a half semester course taught alone
- There is a bonus for teaching in the MBA core & for teaching classes larger than 75 enrolled students
- When multiple full-time faculty teach a course, the credits are normally split among them.
- When a full-time faculty member teaches with an adjunct, they earn all of the credit for the first 3 years
- There are a handful of special arrangements

Teaching Credits for Full-Time Faculty (Policy)

- Teaching credits earned by full-time faculty for each course are documented on the Faculty Governance Website's [Faculty Policies](#) page
 - [Teaching Credit Policy - Credits per Course Taught \(2023\)](#)
- The current version, created as part of a core reform, was originally approved in 2017 by the Executive Committee and has been updated and approved several times since then.
- The Teaching Credit DataBase (TCDB) calculates the teaching credits based on these policies.
- Exceptions are handled manually.

Teaching Credit Database

Teaching Credit Database (History & Purpose)

- The Teaching Credit Database was built and launched in Fall 2017 to manage teaching credits centrally for full-time faculty.*
- It was built and is maintained by a technology staff member (Richard Buchsbaum) at the Mailman School of Public Health and is fed from teaching planning tools at CBS (Coursedog) and from SIS.
- It is used to keep track of each full-time faculty member's teaching credit balance, so includes information on:
 - Official Teaching Load
 - Courses taught and courses planned
 - Course relief (in offers and for chair and dean service)
 - Leaves of Absence
 - Teaching Credit payouts

Teaching Credit Database (History & Purpose)

- The TCDB is also used to log approvals for faculty overteaching requests
- Although the TCDB does show credits for adjunct faculty, such credits are not counted nor used for adjunct faculty
- Log in at: <https://www.sac-cu.org/CBSTC/Home.aspx> or follow link from the home page of the Faculty Governance Website

Teaching Credit Database (How it works)

- The Teaching Credit Database loads courses from Coursedog & SIS automatically each day
- Sometimes there are glitches
- Lots of information is entered manually
 - Course taught in other parts of university (IERO, GSAS, College)
 - Course relief (in offer letters and for chair and/or dean service)
 - Leaves of Absence
 - Teaching Credit payouts
 - Overteaching approvals
 - Additional Teaching commitments for NTT faculty
- Kiersten & Kerith maintain and update TCDB
 - Best way to request an update is to use the button on the faculty member's page to send an e-mail so that there is a record of the request in the database

See something that needs changing? Select a topic then click the link below to request a correction.

Subject:

[Create Email Message](#)



Teaching Credit Database (views)

- Home page has two columns with different views:
 - Administrator view (click on UNI)
 - Faculty View (click on balance)

Menu
Columbia Business School Teaching Credits

- Change Request Messages
- Data Queries
- Download Data
- Over-teaching Data
- Spreadsheets
- Home
- Log out

Current user: **kg68**

Faculty

Administrator

Divisional Staff and Chairs

Access to All Divisions

Senior Vice Dean's Office

Full-time

Division

Newly Added

UNI	Balance	Last Name	First Name	Title	Division
zda2102	0.30	Aarons	Zachary		
sa3518	0.00	Abis	Simona	Assistant Professor	Finance
ma3484	0.10	Abraham	Mabel	Assistant Professor	Management
ea1	0.00	Abrahamson	Eric	Professor	Management
eaa2184	0.60	Abrams	Eliot		
ba2695	0.00	Abramson	Boaz	Assistant Professor	Finance
aa2592	3.40	Ajdler	Arnaud		
ma2916	2.20	Akinola	Modupe	Associate Professor	Management

Teaching Credit Database (views)

Administrator View

Teaching Credit Information

Previous Academic Year (2022): 0.02
Current Academic Year (2023): 0.02

- Academic years
- Courses (Actual)
- Courses (Planned)
- Adjustments

Other Information

- Notes

NOTE: The Academic Year for Full-Time Faculty begins in the SUMMER semester, so FY 2024 is: Summer 23 / Fall 23 / Spring 24

Faculty View

Teaching Credits by Academic Year

AY 2018		Teaching Credits																				
		Debit Credit																				
Teaching Credit Deficit at End of Academic Year		1.00																				
AY 2019		Teaching Credits																				
		Debit Credit																				
Teaching Credit Balance at End of Academic Year		0.00																				
AY 2020		Teaching Credits																				
		Debit Credit																				
Teaching Credit Balance at End of Academic Year		0.00																				
AY 2021		Teaching Credits																				
		Debit Credit																				
Teaching Credit Balance at End of Academic Year		1.26																				
AY 2022		Teaching Credits																				
		Debit Credit																				
Teaching Credit Balance at End of Academic Year		0.02																				
AY 2023		Teaching Credits																				
		Debit Credit																				
Starting Balance	0.02																					
Yearly Teaching Load	3.00																					
Courses Taught	<table border="1"> <thead> <tr> <th>Semester</th> <th>Course</th> <th>Section</th> <th>Program</th> <th>Type</th> <th>Title</th> <th>Co-taught</th> <th>Enrolled</th> <th>Full/Half</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Spring 2023</td> <td>B8225</td> <td>001</td> <td>MBA</td> <td>Elective</td> <td>The Future of the Global Economy</td> <td>Y</td> <td>101</td> <td>Full</td> <td style="text-align: right;">1.00</td> </tr> </tbody> </table>	Semester	Course	Section	Program	Type	Title	Co-taught	Enrolled	Full/Half	Value	Spring 2023	B8225	001	MBA	Elective	The Future of the Global Economy	Y	101	Full	1.00	
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Courses Planned	None																					
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Teaching Credit Database (Reports)

The spreadsheet menu tab also allows for certain administrators to download spreadsheets of information:

The screenshot shows a web interface for downloading spreadsheets. At the top, a blue header bar contains the text "Columbia Business School Teaching Credits". Below this, a section titled "Download Spreadsheets" is visible. Under the heading "Data to Download", there are three radio button options: "Adjustments" (which is selected), "Courses", and "Faculty". To the right of these options is a "Download" button. Below the radio buttons, there are two dropdown menus: "Academic Year" with the value "=="ALL==" and "Adjustment Type" with the value "=="ALL==".

Loads and Limits on Teaching for Full-time and Adjunct Faculty

Teaching Loads for Full-Time Faculty

- Tenured and Tenure-Track Faculty with the titles:
 - Assistant Professor
 - Associate Professor
 - Professornormally have an annual teaching load of **3** teaching credits
- Non-tenure Track Faculty with the titles
 - Associate Professor of Professional Practice / Professor of Professional Practice
 - Lecturer in Discipline / Senior Lecturer in Disciplinenormally have an annual teaching load of **4 to 6** teaching credits
- Teaching loads are normally set in faculty offer letters, and occasionally they change in a retention negotiation or other agreement.
- Teaching load guidelines are set by University level policy

Teaching Limits for Full-Time Faculty

- Tenured and Tenure-Track Faculty are limited in two ways:
 - University limits on additional compensation
 - School [Overteaching Policy](#) recommends:
 - Tenure-track faculty limited to 1 credit per year
 - Tenured faculty limited to 2 credits per year
 - Faculty may bank no more than one year's worth of teaching
- Non-tenure-track (NTT) Faculty can do more overteaching
 - The Provost's Office allows the School to build in additional compensation into annual salaries for NTT faculty.
 - Thus NTT faculty can have a large and varied teaching load from year to year with no ill consequences

Teaching Loads & Limits for Adjunct Faculty

- Adjunct Faculty are by definition Part-Time Employees.
 - The University regulates teaching loads carefully to insure that they remain part-time
- Adjuncts can teach up to 3 courses per academic year (fall, spring, summer), but may not more than 2 courses in one term.
 - Half courses and co-taught courses are counted as half credit; for example an adjunct may teach up to 4 half courses in a term which totals 2 full courses.
 - Co teaching a **full** term counts as a **full** term, not half. Only half term courses count as half credit (again, only applies to peer adjuncts, not administrators).
 - Course and consecutive counts re-start in fall, so all fall adjuncts begin with a clean slate.
 - The Business School's ADJUNCT year is Fall, Spring, Summer. (FY24 = Fall 23, spring 24, summer 24)
 - Adjunct teaching limits are calculated University wide, so courses taught at another school must be included in adjunct teaching limits.

* This University Policy on Adjunct Appointment Limits is enforced by the Provost's Office and was documented by CBS HR April 2021 based on verbal guidance.

Teaching Loads for Adjunct Faculty (Administrators)

When full time Administrators are asked to teach, they are appointed as Adjunct Faculty and special Teaching Limits apply:

- Administrators can teach 2 classes in an academic year in addition to their administrative role, but only 1 course per semester.
 - Currently half term courses are counted as full courses for Administrators as written in the faculty handbook.
- When teaching they are appointed to a second position as an adjunct with an appropriate title approved by the Provost's Office.
- Their adjunct compensation (if any) must be approved in advance by the Vice Dean of Administration at the Business School.
- If they are from an outside School or Department, the Business School is obligated to obtain their home school permission.
 - Currently HR obtains this permission.
- If they are Grade 15 or above, HR is required to obtain permission from Central HR to pay the administrator an adjunct salary. (from any School or Department, including the B School).
- Administrator teaching limits are calculated University wide, so courses taught at another school must be included in teaching limits.

Teaching Loads for Adjunct Faculty (Postdocs)

- Postdoctoral research scholars are able to teach 1 course per semester and capped at 2 per year.
- The Special Management Postdoc Program for Negotiations Fellows: [Postdoctoral Program - Management Division \(2017\)](#), approved by the Provost's Office, allows for 2 sections to be taught simultaneously.

Overteaching

Overteaching for Full-Time Faculty

- With advance permission from the Dean's Office (SVDC&P and SVDFFA), Full-time faculty may be approved to overteach in a given year.
- When a full-time faculty member is approved to overteach, the credit may be
 - (a) banked to use in a future year - or -
 - (b) paid out in the semester of overteaching subject to limits on additional compensation.
- Previously banked credits may not be paid out in the future because this is considered deferred compensation. If a faculty member leaves Columbia with banked credits, they forfeit those credits

Overteaching Approval Process

- Overteaching should only be approved when it is required to meet the educational needs of the students
- Requests are normally made by the Division, and the DAA submits a Qualtrics [form](#) explaining the need.
- During Teaching Planning Meetings the SVDC&P and the SVDFa review the overteaching requests.
- If they are approved then the approval is logged in the TCDB (whether the approval can be seen by the faculty member and the Division)
- Then the faculty member is asked if they want to be paid out or bank the credit
- Payouts should take place in the year in which the overteaching takes place.

Additional Compensation Limits for Full-Time Faculty

- Tenured and Tenure-Track Faculty may normally be paid additional compensation equal to no more than 20% of their base pay in a given month
 - (e.g. if the annual salary is \$120K, the monthly salary is \$10K and the total amount of additional compensation they may receive per month is \$2K)
- This constraint is relaxed for NTT faculty because the Provost allows the School to roll their overteaching compensation into their salary each year.
- The Business School has a pilot program with the Provost's Office that allows us to roll overteaching compensation into the salary of a Tenured and Tenure-Track Faculty member once in a five year period for each person.

Overtaching Additional Compensation Rates 7-1-23

- For Tenure-Track or Tenured Faculty Members: \$45,000
 - 36 times the Executive Education hourly teaching rate per teaching credit of \$1250 per hour
- For Non-Tenure Track Faculty Members:
 - Most non-tenure track faculty members have a negotiated rate in their contract.
 - If no such rate has been negotiated, then the faculty member will receive \$30,000 per teaching credit

Global Immersion Program (GIPs)

- The Chazen Institute sponsors and pays for GIPs which are classes that include an international travel component.
- GIP courses are not intended to count for course credit, but they technically do accrue credit in the TCDB, and need to be paid out in most cases.
- Nonetheless, faculty should be approved by the Senior Vice Deans in order to teach a GIP and be paid out for it.
- There is a [special 2016 agreement](#) that with Dean's Office permission, Chazen can ask that a faculty member be allowed to apply the credit to their teaching load.

Teaching Credit Buy-Outs

Teaching Credit Buy-Outs

- Occasionally faculty members seek to “buy-out” a course.
 - This means that money flows to the School (normally from a grant) and that the faculty member gets course relief
- The [Course Buy-Out policy](#) (and the cost for such buy-outs) dates back to 2010, and may be reviewed / revised.
 - This policy also lists *obsolete* pay out amounts that have been revised to those on slide 23
- The spirit behind the policy is that it should be relatively low cost for a tenure-track faculty member to buy out a course, so that they have more time for research, and more expensive for tenured faculty

Course Buy-Out Rates

- Current Course Buy-Out rates are as follows:
 - Untenured faculty: \$35,000 (+ fringe)
 - Tenured faculty: 20% of base salary (minimum of \$35,000) + fringe
- These rates could, in some cases result in teaching arbitrage, which is obviously not allowed.

Course Buy-Out Process

- Course Buy-outs require permission of the Division Chair and the Dean's Office
- The process document [Course Buyout Procedure \(2012-2020\)](#)
 - It is important that the permissions document be completed and distributed because a course buy-out must result in two things:
 - Money being moved to the division's Instructional account to off-set costs of the course being taught (This requires action to be taken by Financial Planning)
 - Credit relief being entered into the teaching credit database
 - Because of the strict rules on grant spending it is important for these transactions to take place at the time of the buy out during the active period of the grant.

Research Grants and Course Buy-Out Incentive

- In 2004, Paul Glasserman as Senior Vice Dean developed the [Research grants and course buy-out incentive](#) policy to encourage grant applications.
 - The Policy allows for a portion of Indirect Costs (IC) payments to be used to buy out future courses.
 - The Policy has rarely been used, both because:
 - Most grants do not provide enough IC to buy out a course
 - Many grants that are affiliated with centers have other agreements in place for indirect cost distribution
 - Nonetheless, it is useful to be aware of the policy

Questions?