

Cost Estimate for the PPP Reviews Completed During 2019-2020 at UTK

Louis J. Gross, Chancellor's Professor and Faculty Representative to UTK Advisory Board

Based on Information provided by Provost Zomchick and Arts and Sciences Associate Dean Kramer and Comments by Chancellor's Professor Beauvais Lyons

June 2020

This document is based on previous estimates of costs associated with the PPPR distributed by the UTK Faculty Senate Budget and Planning Committee in September 2018 – posted at <http://www.nimbios.org/~gross/Senate/CostEstimateImplementationPPPRReviewsUTKRevisedSept2018.pdf>. At that time however, there were no data available concerning the actual time investment of faculty, staff and administrators in carrying out the review process, so there were many assumptions about effort included. This document applies similar calculations as the previous cost estimate, however utilizes the data available from the 2019-2020 PPPR process.

The baseline data are derived from self-assessments of time investments which were tallied and are summarized as (for the 88 PPPRs carried out) the total hours invested by those involved

Faculty Reviewed	563.6
Faculty Committee	681.85
Department Head	151.62
Dean	48.99
TOTAL Entered	1446.06

Additionally, OIT staff expended 1053 hours of effort on PPPR, the Arts and Sciences office expended approximately 90 hours not included in the above figures, and the Provost's review is estimated at 150 hours.

Below is an estimate of the costs associated with the 2019-2020 PPPR. There are three components of this: (i) the time of the review committee; (ii) the time of the faculty member under review and (iii) the time and effort of the administration involved in establishing the reviews and assessing them. The previous cost estimate made in March only estimated costs of the review committee.

1. Costs of the Review Committee

I do not have data on the exact number of review committee members at each rank, so an assumption is that the average committee is a 3-person review team with two being Full Professors and one being an Associate Professor. For salaries (these are based on averages from the 2018-19 salary data in the survey compiled by the Senate, so they are an underestimate likely by about 2%), the average salary across the review team is $(2/3)*146,818 + (1/3)*99,340 = 130,982$. With 196 working days in the nine months from August through April, the average daily cost of a faculty member is \$668 and at the standard UTK fringe rate of 32% the cost to UT per faculty day is \$882. Assuming 8 hours in a working day, there were 85 working days expended by review committees at a total cost of \$74,970.

2. Costs for Time of the Faculty Member under Review

During this PPPR, those to be reviewed were selected based on seniority - those who have served the longest time in rank since standing for their last formal, comprehensive review (e.g. for tenure and/or promotion). Without data on the number of Full and Associate Professors in this group of those reviewed, this calculation assumes that 75% of those reviewed were Full Professors. The average annual salary for the faculty member under review would be $(3/4)*148,818 + (1/4)*99,340 = \$136,448$ with an average daily salary of \$696 and with fringe this is \$919. So the cost in reviewed faculty time assuming 8 hours per working day and thus a total of 70 days expended is \$64,330.

3. Costs for Administration of the Reviews

The costs for Dean and Department Head reviews is estimated by assuming an average 9-month salary equivalent to a Full Professor (\$148,818) and with 200 hours expended, equivalent to 25 days of effort, at a daily cost including fringe of \$1002, this gives a cost of \$25,050. The costs of College personnel office staff time is estimated as $90*3 = 270$ hours since about 1/3 of the faculty are in Arts and Sciences, with an estimated cost for this based on \$80,000 annual total salary and fringe cost and staff having 250 working days over 12 months giving a daily cost of \$320 and a total cost of \$10,800. The Provost office cost (assuming salary of an average Full Professor) is 19 days at \$1002 per day for a total of \$19,038. Finally, the OIT staff costs were, assuming a salary the same as college personnel 12 month of \$80,000, was \$42,120.

Total administration cost is $\$25,050 + \$10,800 + \$19,038 + \$42,120 = \$97,008$

Overall estimated total cost of PPPR is $\$97,970 + \$64,330 + 97,008 = \$259,308$.

An alternative additional cost is to consider the loss in teaching and scholarly productivity entailed in the above which may not be completely captured in the salary estimates above. The time and effort that faculty spend conducting peer reviews for this process is time that they are not writing grant proposals, recruiting the best post-docs and graduate students, doing field and lab work, preparing for classes, mentoring students, etc. Similarly, the administrators time expended is time not spent on development or other projects to directly benefit UTK.

Given that for the 88 PPPR carried out, all were deemed by the review committees unanimously as meeting expectations, there is no evidence of any benefit of this process beyond what arises from the annual review process of faculty.

In addition, it is worth noting that the PPPR policy is not the only system of post tenure review, and exists in addition to the Enhanced Post-tenure Performance Review (EPPR) policy that can be triggered based poor reviews from the Annual Performance and Planning Review (APPR) that all faculty complete.