



A Report on Service at Pratt

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In the year from August 2022 to July 2023 Pratt Institute paid out over \$1.6 million dollars in stipends for over 1100 service “assignments” across 565 individual faculty members. During this period there were around 1,400 faculty employed by Pratt--so roughly 40% received some kind of stipend. At the same time, Pratt Institute offered over 600 hours of release time to approximately 122 faculty members.

Overview of Stipend Paid Service at Pratt in AY 22-23

In total, nearly 25,000 paid hours were allocated for stipended assignments, with the largest proportion of those hours assigned to the School of Architecture and the Provost’s areas/departments. Unsurprisingly they also reflected the largest share of the stipend budget with Architecture receiving 25% and the provost’s areas 22%. In contrast, the Schools of Art, Design and LAS received between 15-18% of the budget (The School of Information received only 2%). With respect to specific departments, the largest percentages of the total stipend budget went to Undergraduate Architecture (13%), Graduate Architecture (9%), HMS (8%), Interior Design (7%) and Fine Arts (7%). Along with GCP (6%), these 6 departments constitute 50% of the total spending on stipends. For context, these departments composed around 42% of the approximately 1,400 teaching faculty in Fall 2023

SCHOOL	SHARE OF BUDGET	SHARE OF FACULTY
ARCHITECTURE	25%	26%
ART	18%	25%
DESIGN	15%	23%
LIBERAL ARTS	14%	18%
PROVOST	22%	4% (plus faculty from other schools)
INFO	2%	4%

As far as stipends in particular, out of 168 full time faculty, 47 individuals or 28% received stipends--though according to the provost’s office, full time faculty are expected to receive release time as opposed to stipends.

For part time faculty, out of around 1250 visiting and adjunct faculty approximately 1050 service assignments were divided across 515 faculty. 238 of those faculty were adjuncts and 284 visiting faculty. Given that AY 22-23 saw around 367 adjuncts as compared to 887 visitors, approximately 65% of adjuncts received a stipend while only 32% of visiting faculty did. One would expect this given that adjunct positions are more stable, have less turn over and in our latest contract, adjuncts are required to do service while visitors are not.

However, given service is a requirement for all adjuncts, these figures suggest that 35% of adjuncts are doing some service compensation free or are not doing service at all.

Faculty Type	Percent Who Received Stipend Income
Full Time	28%
Visiting Faculty	32%
Adjunct Faculty	65%

Types of Stipended Service

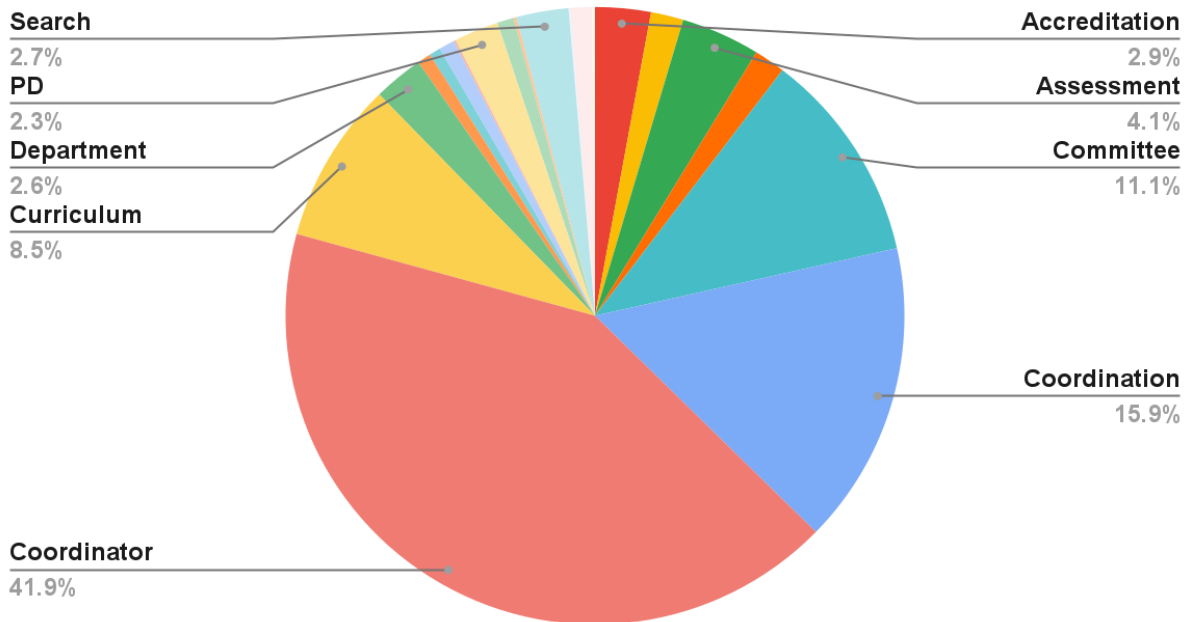
The stipends themselves are highest for coordinators. Across Pratt, 109 faculty received compensation for coordinator positions. Out of 1.6 million, nearly \$700,000 was spent on coordinators-- that is, 17% of faculty paid for stipends shared around 44% of the entire budget.

Outside of coordinators, the other highest source of stipend compensation was coordination--- \$253,000 was shared across 85 individuals--meaning 28% of faculty compensated for service work received 60% of the AY 22-23 budget for service. The third and fourth highest paid stipends were for committee and curriculum work--Pratt spent \$194,000 and \$114,000 respectively on assignments for 248 faculty.

In summary--the top four highest utilized and compensated service categories across Pratt-- coordinators, coordination, committee and curriculum cost Pratt \$1.26 million and was distributed across 442 people. ***However, within these categories themselves there is huge variability some of it not surprising given the variability of the time required to complete the work, but not all of the variability can be explained this way***--coordinator work ranges from a high of \$30,000 to a low of \$250; coordination work from a high of \$25,000 to a low of \$250; committee work from a high of \$10,000 to a low of \$250; curriculum work from a high of \$5000 to a low of \$200.

Average rates for the same service vary across Pratt's different schools. While Coordinators in the Schools of Architecture, SLAS and those paid by the provost earn around \$6,000 per assignment on average, in the School of Design, they earn on average around \$3,300. Coordination work in Architecture earns on average \$2,500 while only \$1,300 in the School of Art. For working on curriculum, one can be one of the 25 faculty members who earn an average of \$1,300 in Architecture or the 28 who earn \$760 in SLAS. Finally, committee assignments range from an average of \$1,400 for the provost, \$1,000 for Architecture and Design but only \$700 for Art and SLAS.

Stipends by Cost Across Pratt



In other words, there is a tremendous amount of variability across schools and departments at Pratt, even for similar work. Different schools allocate their budgets differently or assign different time requirements for the same work. For example, SLAS spent the largest percentage of their budget on coordinators while the School of Architecture and School of Design spent the least. The School of Architecture spent the largest percentage of its budget on coordination, SLAS the smallest. The School of Design spent the largest percentage on committees, Architecture the least. SLAS the most on curriculum, Art the least. SLAS spent the largest percentage of their budget on meetings as compared to other schools--the lowest paid service category.

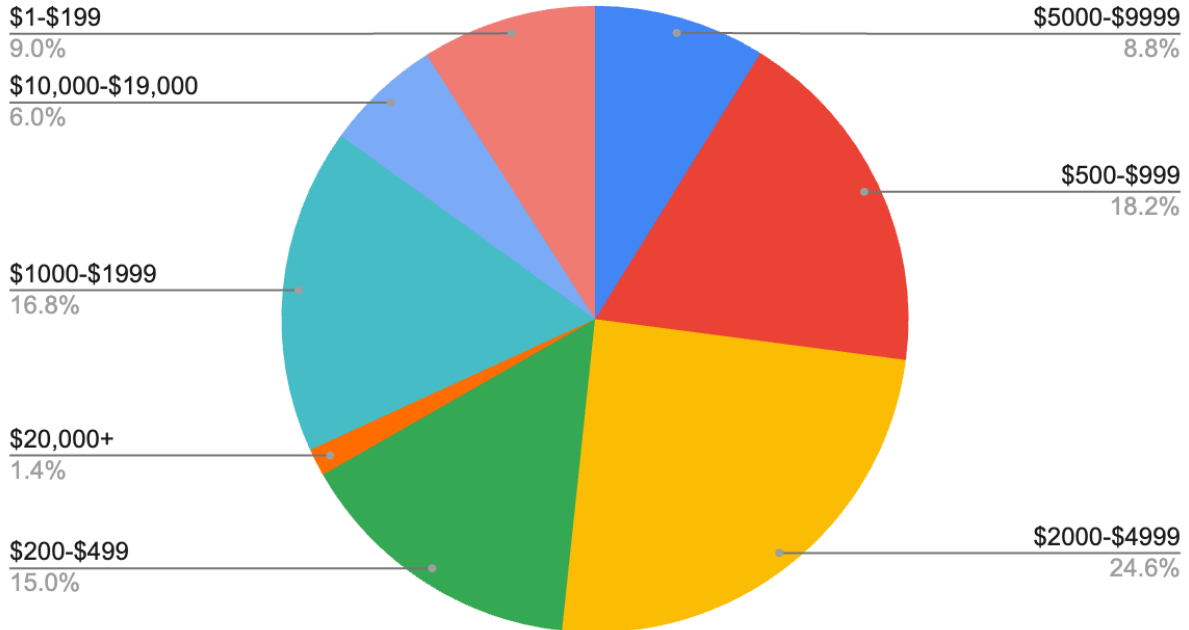
Some of this spending varies by year. In AY 21-22 the breakdowns looked similar other than the budgets were generally smaller--around 500 people were paid for service with a total spending of 1.49 million. SLAS spent a larger percentage of its budget on coordinators (56%) as did the School of Art (54%) and Architecture (58%) while Design spent less (19%). Instead, Design spent more on coordination (45%) while Architecture spent less (16%) and the School of Art the least (less than 1%).

Service Income

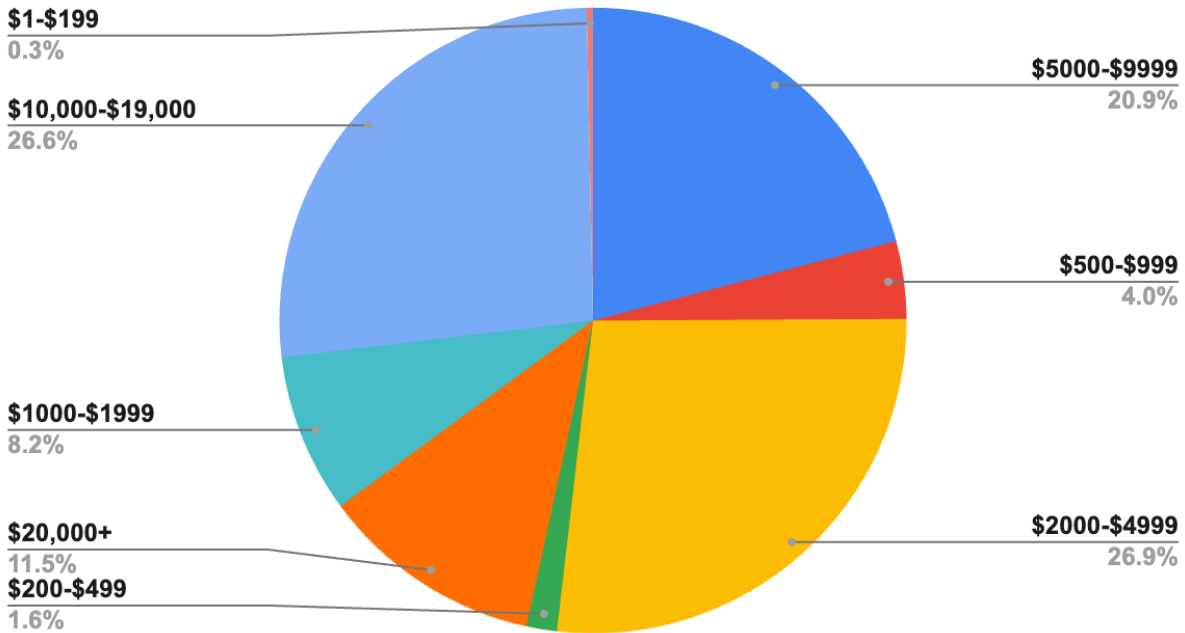
There were 42 faculty members at Pratt who earned \$10,000 or more in stipend income in AY 22-23. In total, these faculty earned around \$630,000 (7% of faculty earned 38% of total). Out of the total spent, about 16% went to full time faculty, 63% to adjuncts and 21% to visitors. These largest earners were concentrated in Architecture (where they were likely Visitors or Adjuncts) or SLAS (where they were likely Full-Time faculty).

On the other end of the spectrum, 24% of faculty paid stipends made less than \$500 in total. 239 faculty or 42% of faculty made less than \$1,000 in AY 22-23. The faculty who earned the least stipend income were concentrated in SLAS. Thus, SLAS has the distinction of having both some of the highest and lowest faculty compensated via stipend for service across Pratt. If we look at the department level, accounting for size, the largest counts of lower paid service work can be found in Fine Arts, HMS, Math/Science and Social Science.

%of People Receiving Stipends by Pay Category



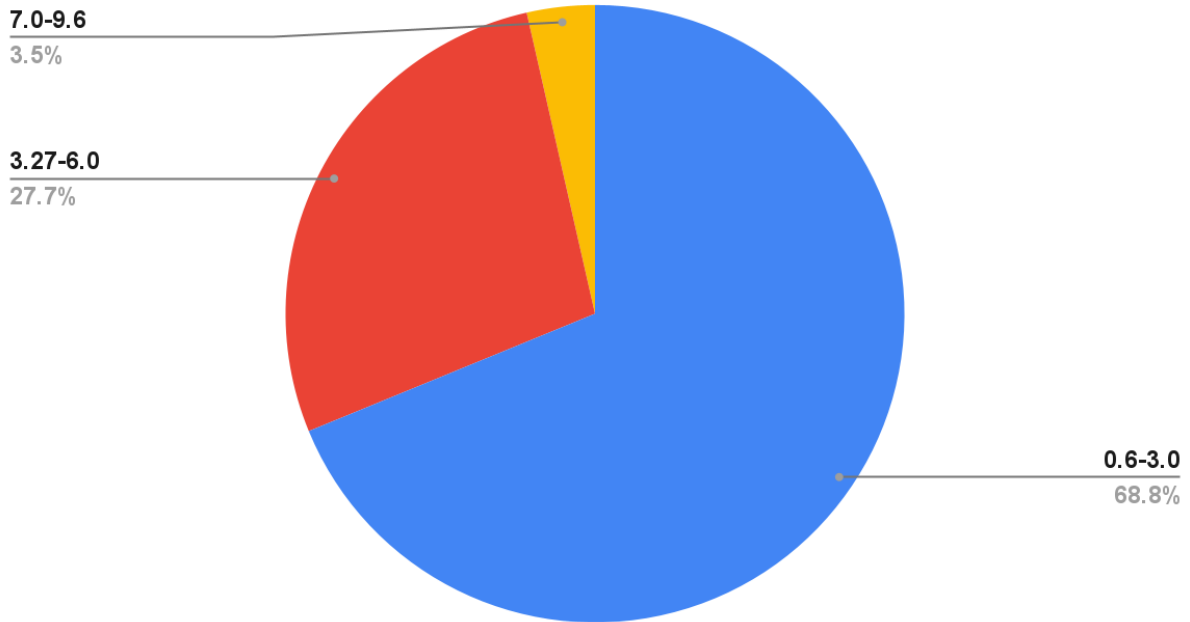
%Spend by Category



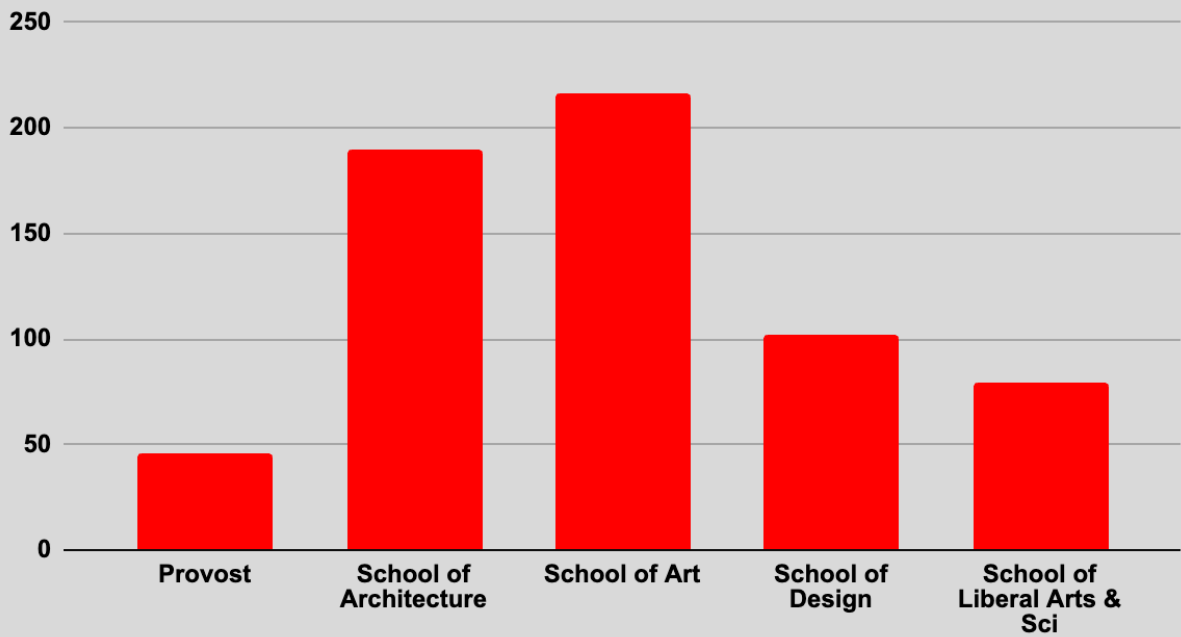
Release Time

While allocating around 24,000 hours of stipend pay, Pratt offered 625 hours of release time. This represented a 25% increase from AY 21-22. Using the conversion between the two set by the Provost (hours*15*1.25) --that equates to around 12,000 hours of release time--roughly half of stipend time. Given the average full time faculty salary in 22-23 was approximately \$100,000.00 (for 24 credit hours), we can say Pratt spent \$2.6 million on release time--assigned to a total of 122 faculty members. The average release time per faculty is 3 hours at an approximate value of \$12,000 (compared to the average stipend at \$1,400). These release times are not evenly distributed by department. Percentages of the total differ from The School of Art (34%), Architecture (30%), Design (16%) and SLAS (12%). Each school has a department who gets the most release time, they are: Fine Arts, Undergraduate Architecture, Interior and Industrial Design and Writing. We can also distinguish between different areas: the largest category of release time is curriculum coordination/development followed by unit administration and research/professional development. These numbers differ slightly across schools (Architecture gets the most release time for research/professional development and Art for unit administration). With respect to rank, about 45% of release time goes to Professors, 28% to Associate Professors and approximately 9% to Assistant Professors. Adjuncts receive around 11% of release time (almost all of them are in Art).

PERCENT FACULTY BY TOTAL RELEASE TIME



Release Time By School



The Context

The idea of service harkens back to the turn of the twentieth century when university faculty became responsible not only for teaching and research but also for building the departments that housed them. The job of faculty included administrative work which they willingly took on as it evolved alongside expectations of self-governance and autonomy. While faculty salaries were not terribly high during the mid-twentieth century, the “golden years” of American higher education, given the combination of job security, professional status, some self-governance and control over one’s work, the job of tenured professor became, in Stanley Aronowitz’s famous phrase, the “last good job in America.” Faculty members learned that their professional interests easily aligned with institutional goals.

The retrenchment of the 1970s followed by the decline of faculty autonomy, rise of a business ethos in higher education and the shift to a majority contingent faculty destroyed the old model. The burden of departmental administrative work was shifted onto fewer and fewer tenured full-time faculty—sometimes willingly so in the hope of protecting whatever faculty autonomy was left given growing administrative power. There were simply too few full-time faculty to do this work so in some places part time faculty were enrolled in this work either by evoking standards of professional expectations or by the development of stipend systems to pay already underpaid part timers desperate for income and a bit more money to do this work. In other places, non-tenure track positions were created to bear this burden as they did not have the heavy requirements of scholarship placed onto those on the tenure track. Pratt spends less money on stipends annually than it would cost to hire a dozen more full-time faculty—and they likely get more work out of it. It is a good deal for Pratt, but is it a good deal for faculty?

To support the growing burden of research and administrative work, full time faculty were assigned release time—a portion of compensation dedicated to non-teaching work. But as the sheer number of administrators grew exponentially, so did the administrative work they imposed on schools and departments. In the name of efficiency, accountability, requirements, regulations and the like, administrators wanted more to say over areas that had traditionally been the purview of faculty. Two decades of research has demonstrated conclusively that this administrative work is rarely equally distributed across schools and departments and tends to fall disproportionately on women, people of color and non-tenured faculty—though these populations also tend to bear the burden of trying to correct these inequities.

For part time faculty who are paid for the time they spend in the classroom, why should they share in the administrative burden of running departments? Given that Pratt offers long term job security for less than 10% of part time faculty, why are they expected to bear the burden of departmental administrative work at bargain basement rates?

Summary

What generalizations can we make about service at Pratt?

Pay for service at Pratt via stipends and release time is:

- Unequally distributed by school, rank and status
- Makes clear that a significant proportion of adjunct faculty are doing uncompensated service or no service at all
- Does not follow the provost's guidelines related to the distinction between release time and stipends for full time and part time faculty.
- Faculty are getting paid different amounts for the same work depending on school and department.
- Many of the same faculty are receiving stipends/release time repeatedly.
- The lack of oversight of these stipend budgets creates a system that is opaque, unfair and gives individual departments too many opportunities to exploit faculty.

We hope that this report is the beginning of a series of open conversations about service, between faculty, departments, schools and the provost ideally leading to a fairer system at reasonable pay memorialized in a future CBA.