

## Department of Chemistry and Chemical Biology Workload Policy

(Version added to Departmental Policies and Procedures)

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### GOALS & PURPOSE OF THE POLICY.

The goals of the workload policy are to fulfill the responsibilities of the department by recognizing and supporting faculty members' diverse strengths, talents and contributions to the Department and University, and to ensure equitable consideration in merit review. A normal workload for faculty members includes teaching, research/scholarship activities and service. An equitable workload policy is aimed towards equity of total workloads, rather than equity in one or two components of the workload.

### APPLICATION OF THE POLICY.

This policy applies to full-time faculty members of the Department of Chemistry and Chemical Biology, including Tenured/Tenure-Track Faculty Members and Non-Tenure Track Teaching Professors. While Research Faculty members are considered full-time faculty in the Department, their workload is to always be entirely research focused; thus, subsequent provisions of this policy are not applicable to research faculty members.

### OVERARCHING EXPECTATIONS.

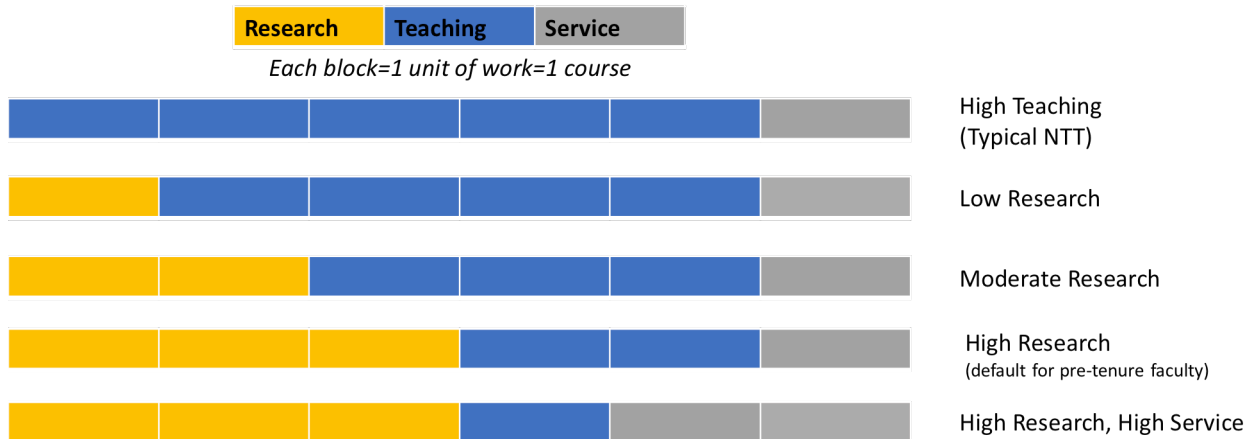
The general expectation is that full time faculty members (Tenured/Tenure Track, or Non-Tenure Track Teaching Professors) will provide six "units" of work during the eight-month academic year. *Each Unit is equal to one four credit hour course worth of effort.* In a theoretical case, if a faculty member were to do zero research and zero service, they would be expected to teach six courses per academic year.

Each Tenured/Tenure Track and Teaching faculty member is expected to have at least one unit of Service. This is beyond the overall expectation of participation in the life of the department (attending seminars and other events), and other normal activities expected of all faculty as appropriate of rank (faculty meetings, Tenure and Promotion Committee, Full Professors Committee, etc.).

Each Tenured/Tenure-Track faculty member is also expected to have at least one unit of research or scholarship; therefore, at a maximum, a Tenured/Tenure Track faculty member will normally teach four courses (i.e.: six units of work, minus one unit for research, and one unit for service). Conversely, a highly active faculty member (defined below) would have three units of research plus one unit of service, translating to two courses per academic year.

A Non-Tenure Track Teaching Professor normally has no Research component to their workload; thus the six units of effort normally consist of one unit of Service, and five units of Teaching.

**Figure. Sample workload diagrams**



**THE WORKLOAD EVALUATION COMMITTEE.**

The Workload Evaluation Committee (or “Workload Committee”) shall consist of the Chair plus the elected tenured/tenure track faculty members and the teaching faculty member of the Merit Review Committee. The responsibilities of the Workload Committee will consist of (1) Annual review and approval of workload recommendations provided by the Chair; (2) Hearing of Faculty Member appeals regarding workload decisions.

**WORKLOAD DISTRIBUTION DECISIONS.** The Department Chair, after consultation with each faculty member, will recommend a workload distribution for the next year. The Chair will then present the set of workload recommendations to the entire Workload Evaluation Committee for review, comment, and approval. The Committee may decide to review a particular workload assignment in further detail. After discussion with the Committee about any of the reviewed workload assignments and approval of the Committee, the Chair then makes the individual workload assignments. Normally, a workload assignment shall be made with the consent of the faculty member. Annually, the Chair shall meet with each faculty member after the merit evaluation process to discuss merit review results and any updates to the faculty member’s workload assignments.

Workload adjustments are made at the end of the academic year, immediately following merit review, to be implemented the following term. However, the subsequent year's merit assessment will follow the weighting of the components of the faculty member's workload in effect at the time of the merit review. The guidelines below describe the nominal expectations for assignment of a given rating in research, teaching and service. The extent to which a faculty member meets or exceeds, or does not meet these expectations will be assessed at Merit Review time.

- 1. Establishing the Research/Scholarship Workload Rating.** There is a two-step process for establishing the Research/Scholarship Workload Rating. (1) The Chair and the Workload Evaluation Committee will use data submitted for the current year’s merit review (normalized by percentage of appointment in the Department), plus those merit review data provided in the two previous years. For the purpose of determining workload, the faculty members’ research productivity will be assessed utilizing the number of peer- reviewed publications in a given calendar year, and level of active external funding (Table 1). In most cases, this will be the final

Research Rating for the review year. (2) It is appreciated that differences in productivity metrics (publication numbers, grant funding levels), and that project roles and grant writing leadership may exist. These differences can be particularly significant between subdisciplines in the Department. The Chair and the Workload Evaluation Committee will therefore use their discretion in the judgment as to whether a criterion is met for research ratings for the evaluation year.

To determine if a change should be made in Research Rating, the average number of research units assigned for the current year and the two previous years will be calculated, and rounded to the nearest integer. That integer will indicate the new Research Rating. For example, if a faculty member has had one “High” (3) research rating for two of the three previous years and one “medium” (2) for one of the three previous years (three-year average=2 2/3, which rounds to 3), they will be rated as “High”. However, if s/he has one year rated “High” (3) that follows two consecutive years of “Moderate” (2) rating (three-year average=2 1/3, which rounds to 2), their rating will be changed to “Moderate”.

Table 1.				
Rating	Research units	Accepted Peer-Reviewed Publications		Share of Active OR Awarded External Funding (Direct Costs Only)
High	3	≥ 5	or	>~\$100k /year
Moderate	2	2 ≤ X <5	or	Between \$50-100k / year
Low	1	< 2	and	<\$50k/year

2. **Establishing the Service Rating.** Assessment of the Service Rating will consider principally the amount of service to the Department and other service within the University (committee work, undergraduate advising and some department leadership roles), but will also consider Service to the Discipline outside the University. Significant department leadership roles (e.g., Associate Chair, Directors of Graduate and Undergraduate Studies) and College or University Leadership roles (e.g., Faculty Senate) shall warrant assignment of a second unit of service. Unlike the Research Rating, which considers a three-year period of research reviews, the Service Rating may be adjusted year-to-year based on current and expected service levels. *Both Tenured/Tenure Track and Teaching Faculty are expected to substantively contribute at least one unit of service each academic year.*
3. **Distribution of Teaching Workload Units.** A single unit of teaching is defined as four credit hours of work per semester or equivalent. This could consist of a three-credit course plus significant contribution to the teaching lab program, or significant contribution to research mentorship. Responsibilities for regarding “equivalence” will lie with the Workload Committee. With the approval of the Chair, the eight credit hour academic year requirements may be spread over one or two semesters.

**WORKLOAD APPEAL.**

The Chair in consultation with the Merit Review Committee will consider appeals. A faculty member must file a written appeal with the Chair within two weeks of the original notification of the workload assignment. The Chair and the Workload Committee will consider the appeal on its merits and the Chair will make the ultimate determination as to whether a modified workload assignment is warranted. The Chair must respond within two weeks of receiving the appeal.

#### **SPECIAL CASE MODIFICATIONS OF WORKLOAD:**

1. **Workload for new tenure-track faculty.** Newly hired tenure-track assistant professors will be assigned a “high” research rating for their first five years, with the commensurate teaching assignment. In the interest of helping newly-hired tenure track faculty members, their teaching workload in their first year will be reduced by one unit (thus: four units of research, one unit of teaching, one unit of service).
2. **Course buyout policy.** A faculty member can buy out of one unit of teaching per academic year at the cost of 1/6 of the academic year salary plus benefits. Only external or discretionary funds can be utilized for this purpose. All faculty must teach at least one course per academic year.
3. **Family and medical leaves.** Workload expectation for faculty who take family or medical leaves from the University will be adjusted by the Chair according to university policies and the percentage of time away.

#### **POSTING OF WORKLOADS AND WORKLOAD POLICY.**

In the interest of transparency, the workload policy and the workload of each faculty member will be posted on the departmental SharePoint and/or Blackboard sites, in terms of their Research/Teaching/Service distribution, as well as their annual assignment of teaching and service. Any leaves of absence will be noted on this as well.

#### **REVIEW OF THE WORKLOAD POLICY.**

This policy will be reviewed after one year of implementation. Thereafter, this policy will be reviewed at least every three years by the Department Executive Committee, with the feedback of the Workload Committee and the wider Faculty. The Workload Committee can provide feedback to the Chair and Executive Committee for consideration at any time. The policy review will determine (1) whether modification of the policy is needed based on departmental need or practice, and providing recommendations for such modifications; and (2) whether the policy is being followed by the department.

#### **JOINT APPOINTEES.**

1. **Workload.** The workload of a joint appointee will be commensurate with the faculty member’s appointment percentage. For example, a 50% appointee will be responsible for a total of three units of work as a member of the Department, and the remaining units of work will be utilized by the department(s) holding the other 50% of the appointment. In this case, a faculty member with “High” research activity will have 1.5 units of Research, 1 unit of Teaching, and 0.5 units of Service centered in CCB.

- 2. Merit review.** The Department will perform the merit review of jointly-appointed faculty as performed with all others. If the joint appointee's primary appointment/tenure home resides in the Department, then the Department merit score will be directive of the Faculty member's merit raise, adjusted according to the merit score provided by the joint department. If the joint appointee's primary department/tenure home is outside the Department, the Departmental merit score will be provided to the Chair of the Joint Department for consideration of merit according to that Department's policies.
- 3. Coordination with Joint Department.** The Chair of the Department will be the conduit through which workload and merit review discussions are held between departments.

### Checklist for Unit Workload Policy Documents

Each unit's chairperson and/or dean should initial each point on the checklist. By doing so, he or she attests that the full time faculty workload policy document satisfies each of these requirements.

- Document is consistent with published College and University policies.
- Document clearly reflects the goals/aspirations of the unit as these relate to workload.
- Document clearly defines the types of activities that constitute each of teaching, research/scholarship/creative activities/professional development, and service for the unit.
- Document describes the different types of full-time positions in the unit.
- Document clearly defines the teaching, research/scholarship/creative activities/professional development, and service expectations for the different types of appointments.
- Document describes all unit policies related to workload for full time faculty.
- Document describes criteria in which workloads may be modified, including pre-tenured minimum course reductions, family leaves, maternity/adoption leaves, and medical leaves.
- Document states how frequently the workload policy document will be reviewed.
- Document indicates where and how the unit's current workload policy document can be found.
- Document indicates where and how the workload assignments for each full time faculty member can be found.
- Document describes the process for faculty to address any concerns with their workload in the unit.
- Document indicates date of approval, any subsequent modifications by the unit, and anticipated date of next review.
- Document indicates date of approval of the unit's dean.
- Document indicates when it was sent to the Provost's Office to be included in the master list of policies for all units, and date of approval of the provost.

If the unit has one or more faculty with joint appointments in other units:

- Document defines how the workload policy changes for faculty members with an appointment of less than 100% in the unit, include impact of tenure home.
- Document describes how the unit will coordinate workload policy decisions with other units for faculty members with joint appointments, and how differences in workload expectations across units will be handled.