



Northeastern University

College of Social Sciences and Humanities

School of Public Policy and Urban Affairs Full-Time Faculty Workload Policy

Document Approved by the School of Public Policy and Urban Affairs: November 7, 2017

Document Approved by Dean: June 11, 2018

Document Sent to Provost Office to Be Included in Master Lists for All Units: June 14, 2018

Document Approved by Provost: June 25, 2018

1. **Overview:** The School of Public Policy and Urban Affairs approves this policy in compliance with the Faculty Handbook statement on faculty workloads approved by the Faculty Senate on April 4, 2017 and approved by the Board of Trustees on June 7, 2017 and with the workload guidelines subsequently issued by the Office of the Provost. The mission of the College of Social Sciences and Humanities in the Experiential Liberal Arts is to produce cutting-edge knowledge about and solutions to the political and social problems of our contemporary world; and to foster ethical reasoning and critical thought, with attention to the enduring significance of history, literature, and culture. Our goal for faculty in the College of Social Sciences and Humanities is to cultivate engaged researchers, excellent teachers, and equity in distribution of service obligations. We recognize that research, teaching, service and professional development complement one another and often overlap.

The mission of the School of Public Policy and Urban Affairs is to inform theory and practice in public policy and urban affairs through seamless integration of research, education and engagement that advance scientific knowledge and ethical conduct in the interest of current and future generations. The School embraces Northeastern University's model of use-inspired research by preparing its students to develop the lifelong learning skills that help them conduct policy analysis, inform investment and policy making, and shape public discourse on pressing and emerging social, economic and environmental challenges in diverse settings. Towards these ends, the School's community of faculty, students, staff, alumni and advisors leverage local experiences and expertise for lasting impact at local to global scales.

Full-time faculty members are involved in three types of activities: research and/or professional development, teaching, and service. Being research-active means engaging in a substantive combination of some of the following types of activities: an ongoing program of scholarship, disseminating scholarly work in peer-reviewed journals or scholarly books and presenting at scholarly conferences, disseminating knowledge or engaging with academic and non-academic audiences and communities, actively seeking internal and external funding, and meaningfully

engaging students in scholarship. Teaching activities include the advising and mentoring of graduate students, participation on dissertation committees, or the supervision and training of teaching assistants where applicable.

Service activities within the university include leading and serving on committees, advising student organizations, participating in student recruitment events and orientations sessions, or involvement in roles that contribute to the Unit, College, and University. Service to the profession of public policy and urban affairs includes serving as a reviewer, editorial work, and serving as an elected officer within professional organizations as well as serving as an active contributor to planning and policy making by public, private and non-profit sector entities. Faculty will work with the Director of the School of Public Policy and Urban Affairs to effectively balance service within the university and profession. Faculty are expected to contribute to the professional development of their discipline(s) by promoting the discovery and dissemination of knowledge in their fields through activities such as participation in professional organizations, seminars, and colloquia relevant to the individuals' academic interests and teaching mission, and by engaging with practitioner communities in the public policy and urban affairs arena.

2. **Appointments:** According to the Faculty Handbook, the full-time Teaching Faculty of the University is composed of tenured and tenure-track faculty members of the School of Public Policy and Urban Affairs as well as non-tenure-track faculty members. Specifically, tenured and tenure-track faculty members carry special responsibilities with respect to the creation and maintenance of high-quality research programs, and tenured faculty members with respect to the promotion of tenured and tenure-track faculty members. Non-tenure-track faculty of the School of Public Policy and Urban Affairs are responsible for advancing the teaching, engagement, and service missions of the academic unit and engaging in professional development to those ends. They also contribute to the governance of the School of Public Policy and Urban Affairs, the college and the university. Each type of appointment carries a distinct workload effort that reflects the responsibilities and performance expectations of each faculty member. Percentages and ranges of assignments are approximate standardizations appropriate to ranks.

Jointly appointed faculty members carry a primary obligation to the tenure-home unit and a secondary obligation to the non-tenure unit. The work effort of jointly appointed faculty members is proportional to the percentage of the appointment. The work effort of jointly appointed faculty reflects the expectations of the type of appointment (e.g., tenure-track, tenured, etc.). Work effort between the two academic units should total 100%. For joint appointments that are not evenly split, the relative responsibilities in teaching should rotate on a regular basis. The Director of the School of Public Policy and Urban Affairs should coordinate with the secondary unit head on the details of these arrangements with one another and in consultation with the jointly appointed faculty member.

Full-time Faculty with 50% or more administrative load (e.g., School Director, or Associate Dean) are not covered in these guidelines.

The workload policy in the School of Public Policy and Urban Affairs specifies the distribution of effort, by type of appointment, as follows:

2.1. Tenure-Track Faculty (Assistant Professors and Associate or Full Professors without Tenure) Tenure-track faculty hold appointments as untenured, probationary members of the faculty. Tenure-track faculty members are expected to be research-active and develop a research program.

- Tenure-track faculty members teach 4 courses over two semesters in fulfillment of 40% of their work effort. Teaching includes the leading of courses and independent studies, the advising of graduate students where applicable, as well as the advising and mentoring of students. (In cases where courses are cancelled, for example because of under-enrollment, the faculty member owes the unit a course. Conversely, a larger-than-normal teaching load for research-active faculty in one semester will be compensated by an equivalent reduction in a future semester. Decisions on how to balance such distribution of teaching loads across semesters are made by the director of the School in collaboration with the respective faculty member, and, as appropriate, with unit heads where secondary appointment lie, and in consultation with the office of the dean of CSSH.)
- Tenure-track faculty members are expected to engage in research, scholarship, or creative activity in fulfillment of 50% of their work effort.
- Tenure-track faculty members are expected to engage in service activities in fulfillment of 10% of their work effort.

2.2 Tenured Faculty: Research-active (Associate or Full Professor with Tenure) Tenured faculty members hold appointments with continuous tenure as members of the faculty. All members of the tenured faculty are expected to be research-active and maintain an ongoing commitment to the development of a research program.

- Research-active tenured faculty members engage in teaching, including leading 4 courses, independent and directed studies; advising graduate students where applicable; as well as advising and mentoring students, in fulfillment of 40% of their work effort.
- Research-active tenured faculty members engage in research, scholarship, or creative activity in fulfillment of 40% of their work effort.
- Research-active tenured faculty members engage in service and professional development activities in fulfillment of 20% of their work effort.

2.2.1 A faculty member will be considered research inactive if she or he, over 3 out of the previous 4 calendar years does not meet disciplinary expectations for progress on peer-reviewed long-term research or scholarly projects, applications for appropriate external funding, and regular dissemination of scholarship in appropriate peer-reviewed or public venues.

- Tenured faculty members whose research and scholarly activities do not meet the standard for research activity for at least 3 of the previous 4 calendar years will be determined to be research inactive. The ratings of scholarly performance as “poor” in 3 or more of the last 4 annual merit review process will serve as an indication of being research inactive. Once research inactivity has been determined through the annual merit review process, the Director of the School of Public Policy and Urban Affairs, in consultation with the Office of the Dean, will prepare a written improvement plan. The Director of the School of Public Policy and Urban Affairs will then meet with the faculty member to agree in writing with the faculty member and the Office of the Dean on the improvements that need to be made. The Director will also indicate in this meeting and

in the written improvement plan that if improvements are not successful by the end of the next academic year, the faculty member's workload will be reallocated.

- Tenured faculty members who are research-inactive will teach 6 courses over two semesters in fulfillment of 80% of their work effort.
- Tenured faculty members will engage in service and professional development activities in fulfillment of 20% of their work effort.
- Research in active faculty who wish to be considered once again research active can request this at the point of annual merit review with the Director of the School of Public Policy and Urban Affairs.

2.3 Full-time Non Tenure-Track Teaching Professors (Assistant/Associate/Full Teaching Professor) Full-time non-tenure-track teaching professors hold contractual, term appointments as members of the Teaching Faculty.

- Full-time non-tenure-track teaching faculty members teach 6 courses over two semesters in fulfillment of 80% of their work effort.
- Full-time non-tenure-track faculty members are expected to engage in service and professional development activities in fulfillment of 20% of their work effort.

2.4 Full-time Professors of the Practice and Distinguished Professors of the Practice appointed in faculty positions carry a teaching load based on the four course standard and participate in research and scholarship or external engagement as well as service and professional development activities.

- Full-time Professors of the Practice appointed in a faculty position teach 4 courses over two semesters in fulfillment of 40% of their work effort.
- Full-time Professors of the Practice appointed in faculty positions engage in research and scholarship or external engagement activities in fulfillment of 40% of their work effort.
- Full-time Professors of the Practice appointed in faculty positions engage in service and professional development activities in fulfillment of 20% of their work effort.

3. **Accessibility of information:** This workload policy and the model (e.g. the distribution of duties, such as, for example 40/40/20 or 80/20) of each full-time faculty member can be found in the Governance Documents folder of the School of Public Policy and Urban Affairs SharePoint site. The workload policy only is also available on SharePoint. The School of Public Policy and Urban Affairs will review and ratify the workload policy and its documentation every five years, and update posted materials as necessary. Any changes to the policy proposed on review must be approved by the School's faculty, the Dean, and the Provost.
4. **Procedures:** The two-semester workload assignment for an academic year for each individual full-time faculty member will be confirmed by the Director of the School of Public Policy and Urban Affairs in April. Overload activities should occur only after 100% workload assignment is met. Variance in workloads will be addressed on a case-by-case basis in consultation with the Director of the School of Public Policy and Urban Affairs, and with the Dean or designate as appropriate. For faculty with joint appointments, unit heads will coordinate at the end of each year on workload expectations for the faculty member for the following two semesters.

Typical modifications in workload include those granted by parental teaching relief, contractual course reductions for tenure-track faculty, family- and medical-related leaves, grant-funded buyouts, and modifications to load related to administrative duties. Additional considerations for teaching assignments may include class size and type; mode of instruction; supervision of capstone projects; and PhD and MA theses and dissertations advised to completion.

The approval of the Dean will be required for any modifications to a faculty member's workload by the Director of the School of Public Policy and Urban Affairs.

Faculty with requests for modifications of, or concerns about, workload should first address them with the Director of the School of Public Policy and Urban Affairs. If a faculty member is concerned about a workload assignment and cannot resolve the concern with the unit head, he or she may appeal the assignment to the Office of the Dean. If a faculty member continues to have unresolved concerns after the Dean has made a determination on the appeal, he or she should consult the Grievance Process as specified in the Faculty Handbook.

Approved by the Faculty Senate on 4-5-17 (29:0:0) to be located on the Senate website upon BOT approval of the module entitled *Faculty Workloads*

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.
- EC Document indicates date of approval of the unit's dean.
- EC 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.