

## **Faculty Workload Policy**

### **Department of Pharmacy and Health Systems Sciences**

#### **School of Pharmacy and Pharmaceutical Sciences,**

#### **Bouvé College of Health Sciences**

Faculty Approval Date: **February 16, 2022**

College Approval Date: **February 22, 2022; rev. approved Sept 9, 2022**

Provost Approval Date: **September 12, 2022**

Next Review date: **September 2025**

### **GOALS AND PURPOSE OF THE POLICY**

Characterizing overall faculty workload in any academic unit is a foundational part of defining the unit's contribution to the College and University. Any departmental workload policy must recognize and support faculty members' diverse strengths, talents and contributions to the teaching, research and service missions of the department. Importantly, this policy should be transparent and equitable and serve as the basis for faculty merit review.

### **APPLICATION OF THE POLICY**

This policy applies to full-time faculty in the Department of Pharmacy and Health Systems Sciences that include tenured/tenure-track faculty and non-tenure track faculty (some of whose salary is co-funded between NEU and an outside institution).

Annual workload expectations are given below for teaching, research, scholarship and creative activities (collectively referred to hereafter as "research and scholarship"), and service [both University and external (e.g., clinical pharmacy/practice site service, professional organizations, funding organizations, journals and community outreach (collectively referred to hereafter as "service").

### **PROCEDURE FOR ESTABLISHING WORKLOAD**

Workload assignments are planned according to the calendar year, with planning occurring in the fall semester of each academic year. The Department Chair will meet with each faculty member to discuss their present and future workload assignments. Ongoing teaching responsibilities and department teaching needs; research and scholarship, including current research funding and planned grant submissions; current faculty service, including future departmental needs, and faculty development needs including continuing education and mentoring by senior faculty, will be discussed at this time.

## WORKLOAD DISTRIBUTION DECISIONS

The Department Chair, after consultation with each faculty member, will assign workload for the year. The Department Chair, at their discretion, may include Associate Chairs in the assignment of workload.

**Table 1: Typical workload assignment, by faculty type\***

	Teaching % (# courses)	Research %	Service %	Semesters/weeks contracted with NU
Tenured/TT (Research active <sup>†</sup> )	30-40% (3-4)	40-50%	10-20%	2 (39 weeks)
Tenured/TT (Research inactive)	60-70% (6-7)	10-20%	10-20%	2 (39 weeks)
TT (First 3 years)	20% (2)	70%	10%	2 (39 weeks)
NTT (Fully funded)	60-80% (6-8)	10%	10-30%	3 (52 weeks)
NTT (Cofunded)	60-80% (3-4) <sup>‡</sup>	10%	10-30%	3 (52 weeks)

\*Individual workload may vary by faculty, and will be decided between the faculty member and the Department Chair.

<sup>†</sup>Research active: Defined as faculty who demonstrate a record of scholarly productivity (e.g., peer-reviewed journal articles, patents, successfully-funded grants, discoveries of new knowledge) in their area of expertise, at a level that is consistent with expectations for peers and aspirational schools at Research-1 universities.

<sup>‡</sup> Course load based on 50/50 co-funded faculty appointment

\*All faculty must teach in a minimum of one didactic course per academic year.

## PROCESS FOR FACULTY TO ADDRESS WORKLOAD CONCERNS

Faculty have the right to bring forward concerns regarding their workload assignment. A formal letter is to be written by the faculty member and given to the Department Chair within ten business days of receiving their individual workload assignment.

A formal meeting with the faculty member and Department Chair will be scheduled within ten business days to discuss the concern(s). The Department Chair will review the letter and applicable documentation to make a determination regarding an adjustment within ten business days of the meeting.

If the faculty member does not agree with the Department Chair's decision at that time, they may then forward their concern to the School Dean within ten business days. A formal meeting will be scheduled within ten business days to discuss the concern with the faculty member and the School Dean. The School Dean will review the letter and applicable documentation to make a determination regarding an adjustment within ten business days of the meeting.

If the faculty member does not agree with the Department Chair and School Dean's decision at that time, they may then forward their concern to the College Dean within ten business days. The decision of the College Dean is final.

### SPECIAL CASE MODIFICATIONS OF WORKLOAD:

1. **Course buy-out.** All faculty members may reduce their teaching loads, so as to devote more time to research, if they have external grant funding to support a portion of their base salary. Regardless of the amount of funding secured, all faculty must teach a minimum of one course per academic year. Buy-out of service obligations is not allowed. Course buy-out rates are set by the Bouve Office of the Dean.
2. **Approved leaves.** Workload expectations for faculty who take family, medical or sabbatical leaves from the University will be adjusted by the Chair based on time away and in

accordance with prevailing University policies.

3. **Additional modifications:** Please review University policies for further guidance.

## WORKLOAD DETAILS

- A. Scholarship/Research:** All full time non-tenure track faculty will be given a minimum of 10% for scholarship and professional development. The Non tenure-track expectations of scholarship are related to their field of expertise which demonstrate excellence in their profession.

All tenure track and tenured faculty are expected to seek and obtain grant funding from funding sources consistent with their areas of research. TT/T faculty must demonstrate a record of scholarly productivity (i.e., peer-reviewed journal articles, patents, successfully-funded grants, discoveries of new knowledge) in their area of expertise, at a level that is consistent with expectations for peers and aspirational schools at Research-1 universities. Non research active tenured faculty must be assigned a minimum of 10% scholarship.

Research & Scholarship Workload Adjustment: For the purpose of reducing one's teaching workload due to significant research and scholarship output, the Department Chair will review a faculty members research and scholarship output from the current, and two previous years. Using the information in Table 2, a faculty members teaching workload may be reduced, and their research and scholarship workload may be increased.

**Table 2: Research and Scholarship Workload Adjustment**

	Accepted Peer-Reviewed Publications		Share of Active or Awarded External Funding	Typical number of courses taught	Increased Research and Scholarship %	
<b>Tenured/Tenure Track Research Active</b> • High level	≥ 7	or	>\$250K/year	2	20%	
	• Moderate level	3 ≤ X < 7	or	\$100-249K/year	3	10%
	• Minimum to maintain Research Active status	3	or	\$100K/year	4	0
<b>NTT</b>	≥ 3	and	≥\$10K/year	Reduce courses by 1	10%	

**B. Teaching:**

- a. **Definition of a course:** A course is defined as four credit hours of work or equivalent. One course equals 10% workload. Assessments of equivalence will be made by the Department Chair using the Teaching Rubric available in **Appendix A**

- C. Service:** All full-time Department faculty are expected to devote at least 10% of their time to institutional service. This is beyond the overall expectation of participation in the life of the Department expected of all faculty (e.g., attending faculty meetings, ceremonies and other events).

Assessment of institutional service will consider principally the amount of service provided to the Department and School and other service provided within the College and University (e.g., committee work, undergraduate advising, portfolio advising, and department leadership roles), but

will also consider service to the discipline outside of the university (e.g., service on study sections, journal editorial boards).

Significant Department leadership roles (e.g., associate chair, directors of graduate or undergraduate programs) and College or University leadership and governance roles (e.g., service on the Faculty Senate; chairing a heavy lifting Department, School, College or University committee) shall warrant assignment of additional service in the workload distribution. The service rating may be adjusted annually based on current and expected service levels.

## **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 Teams site.

## **REVIEW OF THE WORKLOAD POLICY**

This policy will be reviewed one year after implementation. Thereafter, the policy will be reviewed at least every three years by the Department as a whole. The Department Chair will also have shared responsibility of ensuring that the policy is being followed by the Department. Any recommendations will first be advanced to the Dean of the School of Pharmacy and Pharmaceutical Sciences, and then to the Office of the BCHS Dean.

## **JOINT APPOINTEES**

1. **Workload.** The workload of a jointly appointed (i.e., interdisciplinary) faculty member will be commensurate with the faculty member's appointment percentage in the Department. For example, a faculty member whose appointment is 50% in the Department of Pharmacy and Health Systems Sciences will be responsible for a half the % listed for a member of the Department, and the remaining workload will be assigned by the department(s) holding the other portion(s) of the appointment.

Co-funded faculty with external partners have an adjustment made, recognizing their appointment type, as delineated.

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 of the Department of Pharmacy and Health Systems Sciences, the merit score will be provided to the chair of the joint department for consideration of merit according to that department's and the Provost's guidelines.
3. **Coordination with joint department.** The chair of the department will be the conduit/liaison through which workload and merit review discussions are held between departments.

Approvals:

Policy modified: AY 2021-22

Policy approved by the Department: February 16, 2022

Next department review date: September 2025

Policy approved by BCHS Dean: February 22, 2022; rev. approved Sept 9th

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## Appendix A

- A.** A course is defined by registered course number and CRN section. Courses which house 2 CRN's together (such as lab sections) will only be counted separately if they occur at a different time.
- B. Determination of teaching workload by class type:**
- i. **Courses taught by a single faculty member**
    - a. With  $\geq 40\%$  cohort enrollment of a PharmD class and/or  $\geq 50$  students): 1.5 course equivalent
    - b. With  $< 40\%$  cohort enrollment : 1 course equivalent
  - ii. **Team-taught courses (including laboratory, seminar, elective):**
    - a. In team-taught courses, up to two faculty may be given full credit for a single course, provided the course has  $\geq 40\%$  cohort enrollment of a PharmD class and/or  $\geq 50$  students and both faculty are involved throughout the entire course.
    - b. In cases where faculty are involved in portions of courses for teaching modules or certain topic areas, portions of contact hours will be given for the course equal to 0.1 course equivalent per lecture (2 lecture hour, rounded to nearest 2 hours)
  - iii. **Laboratory/seminar courses:** 0.5 course equivalent
  - iv. **Capstone / Directed Teaching / Independent Study courses:** 0.5 course equivalent per project
  - v. **Course/laboratory coordination:** 1 course equivalent
    - a. In cases where faculty serve as "co-coordinators" each will receive 0.5 course equivalent
    - b. Team-taught courses with  $< 20$  students will receive 0.5 course equivalent
  - vi. **Advanced Pharmacy Practice Experience course:** 0.75 course equivalent per 6-week experience or equivalent student placement offering/fulfillment as determined by the department chair.
  - vii. **Primary PhD advisor:** 0.5 course equivalent, per PhD student
  - viii. **Post-graduate teaching facilitator:** 0.25 to 0.5 course equivalent per semester, depending on the total number and only for teaching that is not associated with extra compensation.
  - ix. **Immunization program (teaching and student observation):** 0.25 course equivalent per training program
- C. Any teaching-related activities not adequately addressed above may be assessed at the discretion of the Department Chair e.g. new lecture(s), new course development**
- D. Note:** Faculty cannot meet their full course expectation through APPE/Capstone/Directed Teaching/Independent Study courses alone.