

Review 9.26.18

**Final Workload Distribution Guidelines for
School of Pharmacy
Department of Pharmacy and Health Systems Sciences**

Annual workload distribution profiles for full-time faculty members in the Department of Pharmacy and Health Systems are designed to assure substantial and meaningful contributions to the Department, School, University, and community. The goal of this document is to provide guidance regarding the elements of a department member's workload profile that reflects the variety of ways faculty contribute to teaching, service, and scholarship/research throughout the year as well as professional needs of the faculty member (e.g., promotion and tenure) and the needs of the department.

This workload policy is subject to annual review by the department Merit Committee in conjunction with the annual merit review process. All members and administration of the department are encouraged to provide feedback and changes to the policy as necessary. Updates and adjustments will be made accordingly and will be voted on and approved by the department prior to the end of the Fall semester.

The workload distribution profile for each faculty member will be determined after consultation with the Department Chair or Dean annually (starting in January). Workload distribution profiles may be adjusted as necessary by the faculty member after discussion with and approval by the Department Chair. Workload distribution will vary between faculty members and will factor rank, tenure, and position funding status (e.g., fully-funded by the department, co-funded by a practice site). Workloads may be modified after the annual workload consultation in conjunction with discussion with the Department Chair for reasons including, but not limited to, pre-tenured minimum course reductions, buy-outs, family leaves, maternity/adoption leaves, and medical leaves. Members of the department who have concerns about their workload distribution should first discuss them with the Department Chair. If a resolution cannot be reached, faculty may bring their concerns to the Dean of the SOP, and then to the Dean of Bouvé College of Health Sciences. The decision of the College Dean is final.

This workload policy and an excel spreadsheet indicating current workload distribution of each member of the department will be available to all members of the department and an updated version will be maintained on the School of Pharmacy Portal on Blackboard under the Department of Pharmacy and Health Systems Sciences Merit & Load Policies and Documents folder.

Definitions:

Definitions of teaching, research/scholarship/creative activities/professional development, and service are provided below. Each definition includes examples of criteria that would contribute to the percentage of workload in each section. This is to provide guidance, not specific tasks that need to be completed by each faculty member. Definitions will change depending on faculty rank, tenure status, and position funding (e.g., co-funded, split positions between departments).

- Teaching*
 - Teaching includes, but is not limited to, the following:
 - Delivery of courses including course coordination, individual and guest lecturing, seminar facilitation, laboratory, non-credit bearing clinical training programs, Advanced Pharmacy Practice Experiences (APPE), electives, capstone courses, service courses to other units and programs for which faculty do not receive extra

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- Compensation.
 - Supervision of undergraduate and graduate students and post-graduate residents and fellows in clinical settings
- All tenured, tenure-track and non-tenure track faculty must teach a minimum of one course per year
- Tenured faculty who are not research active will have a minimum 60% teaching workload (approximately 6 courses per year or equivalent)
- Tenure-track faculty will have a 50% teaching load reduction in their first two years of employment and a 25% teaching load reduction in their third year. Buy-out is possible if they have external grant funding as described in the College Externally-funded Research Support Policy, but they must teach a minimum of one course per year.
- The following activities may be considered for a reduction in a faculty member's teaching load at the discretion of the Department Chair or Dean:
 - Teaching or preparing new course
 - Employing innovative teaching methods
 - Directed or independent study supervision
 - Mentoring or advising students
 - Directing or supervising students' honors theses
 - Supervising students' independent or mentored research projects
 - Dissertation service
- DPHSS satisfies college and university teaching load requirements through conversion of teaching metrics to student credit hours to better reflect the nature of teaching in the department given the cohort curriculum design, multiple team taught courses and predominance of clinical teaching. The following formula may be utilized: $\#SH \times \#students = \text{student credit hours}$ to ensure equity across the department and congruence with college and university expectations.
- To address additional teaching requirements, including experiential teaching (e.g., APPE), course coordination, guest lecturing, laboratory teaching, and student contact hours may be considered by the Department Chair in conjunction with the faculty to make adjustments to teaching workload as necessary.

* Teaching assignment considerations should include class size and type, mode of instruction, and grant buy-outs.

- Research/Scholarship/Professional Development/Creative Activities (Note: level of participation [e.g., poster or platform presentation compared to workshop attendance] will be considered as well as anticipated workload [e.g., anticipated submissions] in yearly Load and Merit review)
 - Publications (e.g., refereed, non-refereed), books, book chapters, abstracts [e.g., poster, paper])
 - Scholarly work resulting from student/resident/fellow research
 - Creative activity (publications that do not fit under the category above [e.g. newsletters, op-eds], CE presentations, platform presentations, performance, exhibition, projects, presentations resulting from student research)
 - Grants (e.g., internal, external, funded, not-funded; emphasis on federal funding applications)
 - Professional development (e.g., workshop attendance, panel participation, professional and continuing education, certifications, fellowships)
 - Forming new and continuing existing research collaborations within and outside of Northeastern

- Research active tenure track or non-tenure track faculty:
 - Must 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
 - If external funding is secured, faculty may negotiate a reduction in their teaching. To obtain a course reduction, faculty must use external funding to buy out of teaching in a manner described in the College Externally-funded Research Support Policy. Buyouts are paid from the faculty member to the college. The department then requests funds from the college needed to support its teaching.
 - Research “buy-out” is limited to no more than three courses per academic year
- Service (Note: leadership within committees [e.g., Chair] will be considered as well as anticipated workload [e.g., strategic planning years, faculty search committees, appointments to ad hoc/task forces] in yearly Load and Merit review)
 - Department (e.g., Merit, Strategic Planning, Faculty Search, ad hoc committees)
 - School (e.g., committee assignments, advising student organizations, portfolio advising)
 - College (e.g., PhD program committees and service, search committees, committee appointments)
 - University (e.g., committee appointments)
 - Mentoring faculty (e.g., assigned senior to junior faculty, outside Northeastern mentorship)
 - Service to discipline/profession (e.g., professional organizations [local, regional, national, international], leadership within professional organizations [e.g., Chair, Secretary, Treasurer], editorial board membership, NIH review committee, other grant agency review committee, journal reviewer, certification examination reviewer/question writing)
 - Service to community/public (e.g., health fair, brown bag)
 - Service to clinical/practice site (e.g., institutional committees, reporting, MUEs, P&T responsibilities, provision of patient care, patient care-related projects)
 - Academic advising (e.g., undergraduate, graduate, direct-entry, dissertation committees)
 - Directing educational programs
 - While valued by the department, school and college, professional and community service may not take the place of service that is needed for the Department, School, College, and University

Workload Distribution Guidelines:

The Department of Pharmacy and Health Systems Sciences primarily consists of faculty with full time tenure-track, tenured, and non-tenure track faculty. Some faculty maintain clinical practice sites as part of their responsibilities, and may be co-funded by their practice sites, while others receive full funding through the department. Additionally, the department may employ faculty with joint appointments.

Approximate distribution for each type of faculty is presented below, but all distributions are subject to annual modification through discussions with and approval by the Department Chair:

Faculty	Teaching (%)	Research/Scholarship/Professional Development/Creative activities (%)	Service (%)
Tenure track	40	50	10
Tenured (research active)	40	40-50	10-20
Tenured (not research active)	60	10-30	10-30
Non-tenure track	60	10-30	10-30

Full-time Faculty with 50% or more administrative/service load (e.g., Department Chair, Assistant Dean, Director) are not covered in these guidelines.

Joint Appointments and Co-funded Faculty

- For faculty with joint appointments, workload assignment will come from the unit where tenure resigns. Workload assignment will be done jointly with the other unit's chair and the review of workload expectations across both units.
- For faculty whose salary is co-funded by an external clinical partner, a discussion regarding workload composition will occur collaboratively between the faculty member, Department Chair, and site manager.

Approvals:

Policy approved by the department: November 8, 2017, posted on SOP Blackboard

Next department review date: September 2018

Policy approved by BCHS Dean: 12/21/17:

Policy sent to the Provost office: 12/22/17

Policy approved by the Provost: 9/6/18

Department of Pharmacy and Health Systems Sciences 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.

 bg Document is consistent with published College and University policies.

 bg Document clearly reflects the goals/aspirations of the unit as these relate to workload.

 bg Document clearly defines the types of activities that constitute each of teaching, research/ scholarship/creative activities/professional development, and service for the unit.

 bg Document describes the different types of full-time positions in the unit.

 bg Document clearly defines the teaching, research/scholarship/creative activities/professional development, and service expectations for the different types of appointments.

 bg Document describes all unit policies related to workload for full time faculty.

 bg Document describes criteria in which workloads may be modified, including pre-tenured minimum course reductions, family leaves, maternity/adoption leaves, and medical leaves.

 bg Document states how frequently the workload policy document will be reviewed.
bg Document indicates where and how the unit's current workload policy document can be found.

 bg Document indicates where and how the workload assignments for each full time faculty member can be found.

 bg Document describes the process for faculty to address any concerns with their workload in the unit.

 bg Document indicates date of approval, any subsequent modifications by the unit, and anticipated date of next review.

 bg Document indicates date of approval of the unit's dean.

 bg 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:

bg 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.

bg 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.