

**Workload Policy - Department of Pharmaceutical Sciences School of
Pharmacy and Pharmaceutical Sciences**

Bouvé College of Pharmacy

October 13, 2021

Faculty Approval Date: **October 15, 2021**

College Approval Date: **October 18, 2021**

Provost Approval Date: **October 25, 2021**

Next Review date: TBD

GOALS AND 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 includes teaching, research/scholarship activities and service. This policy is designed to ensure equity in *overall* workload, rather than equity in just one or two components of the workload.

APPLICATION OF THE POLICY

This policy applies to full-time faculty in the Department of Pharmaceutical Sciences, including tenured/tenure-track faculty and non-tenure track teaching faculty. Although research faculty are considered full-time members of the Department, their work is entirely research focused; thus, subsequent provisions of this policy are not applicable to them.

Annual workload expectations are given below for teaching and education (collectively referred to hereafter as “teaching”), research, scholarship and creative activities (collectively referred to hereafter as “research”), and service and community outreach (collectively referred to hereafter as “service”).

OVERARCHING EXPECTATIONS

The general expectation is that all full-time tenured or tenure-track (T/TT) faculty in the Department will provide, minimally, **six “units”** of work during the academic year (i.e., two academic semesters). Each unit is equal to one 4-credit-hour course (or equivalent) worth of effort. Faculty members (T/TT) conducting little/no research and receiving no grant funding are expected to teach six courses per academic year.

Examples:

- High research productive faculty: 2 courses (2 units) + high research (3 units) + service (1 unit) = 6 units
- Moderate research productive faculty: 3 courses (3 units) + moderate research (2 units) + service (1 unit) = 6 units
- Low research productivity faculty: 4 courses (4 units) + low research (1 unit) + service (1 unit)
- T/TT but NO research: 5 courses (5 units) + service (1 unit)

All full-time Department faculty are expected to provide at least one unit of institutional service. This is beyond the overall expectation of participation in the life of the Department (e.g., attending seminars,

colloquia and other events), and other normal activities expected of all faculty, as appropriate (e.g., faculty meetings, tenure and promotion committee meetings).

Full time non-tenure-track (NTT) faculty (with 52 weeks appointment) are expected to have minimally, **nine** “units” of work during the academic year (i.e., three academic semesters). Each unit is equal to one 4-credit-hour course (or equivalent) worth of effort. They are expected to teach seven 4-credit courses per academic year. Additionally, they may have up to 10% professional-development time or research component in their workload (corresponding to 1 unit) and are expected to provide about 15% time to service (corresponding to one unit of service). Deviations of this distribution will result in subsequent teaching workload reduction, but in general service and scholarship/professional development should not exceed ~30%, in order to support teaching needs of the Department, thus resulting in a 6 courses minimum teaching workload. Course buyout options for NTT faculty are the same as for T/TT faculty.

Examples:

- Full time NTT faculty: 7 courses (7 units) + research/scholarship/professional development (1 unit) + service (1 unit) = 9 units
- Full time NTT faculty with increased service: 6 courses (6 units) + research/scholarship/professional development (1 unit) + service (2 unit) = 9 units

WORKLOAD EVALUATION COMMITTEE

The Department shall form a Workload Evaluation Committee consisting of the Department Chair and at least three elected full-time faculty, including T/TT faculty and teaching faculty. The primary responsibility of the Workload Evaluation Committee is to review and comment on workload recommendations provided by the Chair and to review and revise workload policy periodically. The final authority for workload assignment will rest with the Department Chair.

WORKLOAD DISTRIBUTION DECISIONS

The Department Chair, after consultation with each faculty member, will recommend workload distributions for the coming year. The Chair will then present the set of workload recommendations to the entire Workload Evaluation Committee for review and comments. The Committee may decide to review a particular workload assignment in further detail and offer suggestions to the Chair for modifications. After discussion with the Committee about the reviewed workload assignments, the Chair will finalize 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 discuss updates regarding workload assignments.

Workload adjustments are made at the end of the academic year, following merit reviews, 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/scholarship, teaching and service. The extent to which a faculty member meets, 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: First, the Chair and the Workload Evaluation Committee will use workload data submitted for (and excerpted from) the current year's merit report, along with such data from the two previous years. For the purpose of determining workload, each faculty member's research productivity will be assessed based on the number of peer-reviewed publications in a given calendar year and the level of active external funding (Table 1). In most cases, this will constitute the final research rating for the review year. Second, recognizing that differences in

productivity metrics (i.e., number of publications, levels of grant funding) may exist between sub-disciplines in the department, the Chair and the Workload Evaluation Committee will use their discretion in determining if a criterion is met for research ratings in the evaluation year.

Rating	Accepted Peer-Reviewed Publications		Share of Active or Awarded External Funding (Direct Costs Only)	Number of Courses (4SH each)
High	≥ 7	or	\$200K or greater per year	2
Moderate	$3 \leq X < 7$	or	Between \$100-\$199K per year	3
Low	< 3	and	Less than \$100K per year	4
Research inactive	NA		NA	5
Tenure-track (first 4 years)				2
NTT Faculty (52-weeks appointment)	NA		NA	7

Funding-related Criteria for Tabulated Ratings (above)

High: holds one major outside research award (e.g., NSF, NIH, U.S. Army/Department of Defense, HHMI Investigator Award, corporate-sponsored research award, major foundation award, etc.) as Principal Investigator plus at least one additional major outside award as either Principal or Co-Principal Investigator

Moderate: holds one major outside research award (e.g., NSF, NIH, U.S. Army/Department of Defense, HHMI Investigator Award, corporate-sponsored research award, major foundation award, etc.) as Principal or Co-Principal Investigator with no additional major outside awards as either Principal or Co-Principal Investigator

Low: Does not hold any major external grants as a Principal Investigator (PI) or Co-PI.

- 2. Establishing the Service Rating.** Assessment of the institutional service rating 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) shall warrant assignment of additional units of service. Unlike the research rating, which considers a three-year period of research reviews, the service rating may be adjusted annually based on current and expected service levels. All full-time faculty are expected to contribute substantively 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 or equivalent. This could consist of a three-credit course plus substantive contributions to the teaching laboratory program and research mentorship of undergraduate and graduate students. Assessments of equivalence will be made by the Workload Evaluation Committee and ultimately determined by the Department Chair using Teaching Workload Points Rubric available in Appendix A.

WORKLOAD APPEAL

A faculty member wishing to appeal a workload assignment must file a written statement with the Chair within two weeks of the original notification of the workload assignment. The Chair and the School Dean will consider the appeal on its merits and make the final determination as to whether a modified workload assignment is warranted. The Chair and Dean must respond within two weeks following receipt of the appeal. When the matter is not resolved at the School level, further appeals will be directed to the Dean of Bouvé College of Health Sciences for review.

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 with the acclimation of newly hired tenure track faculty, teaching workload in the first three years will be reduced to 2 courses a year [assignment to be determined by the two department chairs in the case of jointly-appointed faculty]
2. **Course buy-out.** All faculty members, including those on non-tenure track, 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 academic-year base salary. Regardless of the amount of funding secured, faculty cannot buy out of more than three courses per academic year. 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.
3. **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.
4. **Other considerations.** In assigning and evaluating faculty workload, consideration will be given to efforts in developing new courses and to large class sizes. A standard course in this workload policy refers to a four-semester hour (4 SH) course with 100% teaching and coordination. For team-taught courses or courses with credits greater or less than 4SH, faculty will receive workload credit proportionate to her/his teaching efforts in the given course(s). Please refer to the Appendix A: Teaching Workload Points Rubric.

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 in terms of research/teaching/service distribution.

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, with specific feedback and suggestions offered by the Workload Evaluation Committee. Additionally, the Workload Evaluation Committee may provide feedback to the Chair and the School of Pharmacy and Pharmaceutical Science’s Executive Committee for consideration at any time. The Executive Committee will review the recommendation to determine if modification of the policy is warranted based on departmental needs or practices, after which the recommendations will be advanced to the Office of the BCHS Dean. The Workload Evaluation Committee and Department Chair will also have shared responsibility of ensuring that the policy is being followed by the Department.

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 Pharmaceutical Sciences will be responsible for a total of three workload units as a member of the Department, and the remaining workload units of work will be assigned by the department(s) holding the other portion(s) of the appointment. For example, a faculty member with a "high research" designation will have 1.5 units of research, one unit of teaching, and 0.5 units of service centered in the Department of Pharmaceutical Sciences.
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 Pharmaceutical Sciences, the 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/liaison through which workload and merit review discussions are held between departments.

Checklist

For Unit Workload Policy Documents Each unit's Chairperson 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 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 and service for the unit.
- ✓ Document describes the different types of full-time positions in the unit.
- ✓ Document clearly defines the teaching, research and service expectations for the different types of appointments.
- ✓ Document describes all unit policies related to workload for full time faculty.
- ✓ Document describes in which workloads may be modified.
- ✓ 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 when it was sent to the Provost's Office to be included in the masterlist of policies for all units.

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, including 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.

Appendix A: Teaching Workload Points Rubric

Expectations:

Research active Faculty Member (8 months appointment) =

- High research productivity = **2** courses 4 SH each (8 points; 2 units)
- Moderate research productivity = **3** (12 points; 3 units)
- Low research productivity = **4** (16 points; 4 units)
- No active research (and tenured; 8-months) = **5** (20 points; 5 units)

Tenure-Track Faculty Member (first three years) (8-month appointment; treated as high research productivity, independent of research dollars and number of publications) =

- 2 courses (4 SH each) = 8 points

Teaching Faculty (52-weeks appointment) = 7 courses 4SH each = **28 points (7 units)**

100% 4SH course = 4 points

- + 0.5 point for coordinating efforts (>10% teaching)
(not for seminar/JC courses and online courses)
- + 0.5 point if more than 50 students (contribution >20%)

Example:

Professor X with **8-months** and **100% appointment** in Pharm Sci (**expectations = 12 points**)

100% of one 4SH course = 4.0 points

1 (more than 50) = 0.5 points

100% of one 2SH course = 2.0 points

50% of one 2 SH course = 1.0 points

+ 1 (coordinating) = 0.5 points

+ 1 (more than 50) = 0.5 points

100% of one 1SH course (JC) = 1 point

Two instructors - 50% of one 1SH course (JC) = 0.5 point

Approvals:

Policy modified: October 13, 2021

Policy approved by the Department: October 15, 2021

Next department review date: TBD

Policy approve by BCHS Dean: October 18th, 2021

Policy sent to the Provost office: October 18th, 2021

Policy approved by the Provost: October 25th, 2021