

VARIABLE WORKLOAD POLICY

Faculty Approval Date: 01 October 2018

Approved by College of Science: 9 October 2018; Sent To Provost: 9 October 2018 and reviewed

Next Review date: March 2019 (first) and then March 2022

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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 individual 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, Non-Tenure Track Teaching Professors, and Non-Tenure Track Research Professors.

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.

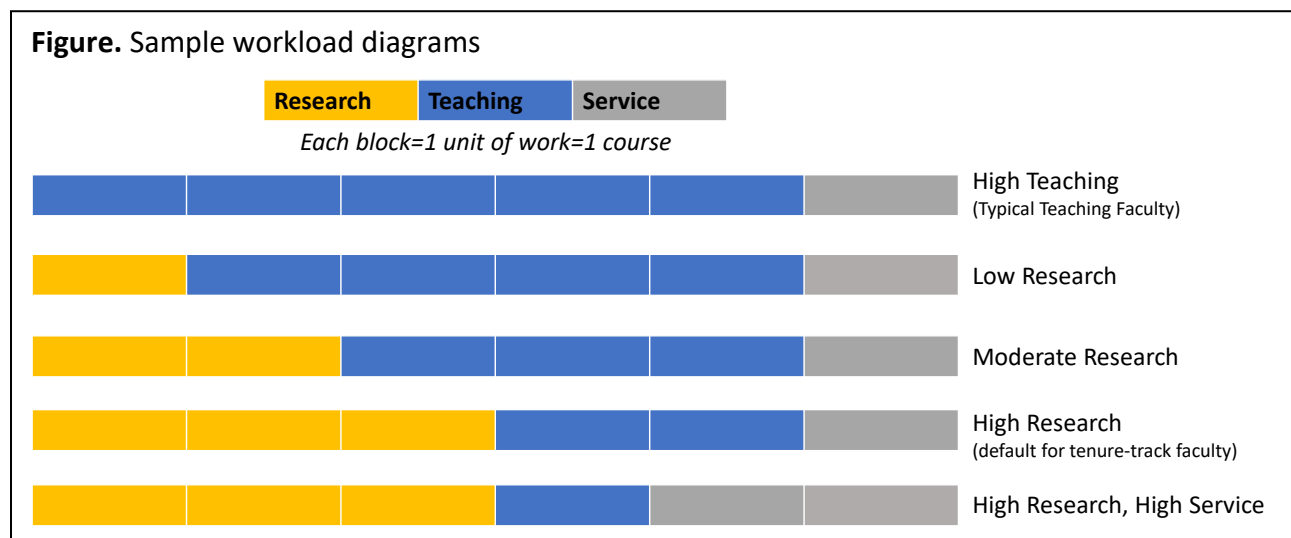
Each Tenured/Tenure Track and Teaching faculty member is expected to have at least one unit of service. This unit of service is beyond the overall expectation of participation in the life of the department (attending seminars and other events), activities expected of all faculty as appropriate of rank (faculty meetings, Tenure and Promotion Committee, Full Professors Committee, etc.), and other activities as required to meet university, college, or department requirements related to accreditation and degree certification.

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 with one unit of research, and one unit of service to make up their full workload. Conversely, a highly research-active faculty member (defined below) would have three units of research, one unit of service, and 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.

The workload of Non-Tenure Track Research Faculty members is considered to be entirely research focused given their salary is expected to be exclusively from external funding sources; though it is noted that Research faculty will often participate in the three traditional areas of service, as applicable: service

to the institution, service to the discipline/profession, and service to the community/public in preparation for promotion (as outlined in Preparation and Format of Full-Time Non Tenure-Track Research Faculty Promotion Dossiers, August 1, 2020, Office of the Provost).



THE WORKLOAD EVALUATION COMMITTEE

The Workload Evaluation Committee (or “Workload Committee”) shall consist of the Department Chair plus the elected tenured/tenure track faculty members and the teaching faculty members 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 Department 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 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 Department Chair then makes the individual workload assignments. Normally, a workload assignment shall be made with the consent of the faculty member. Annually, the Department 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. The workload assignment for each faculty member can be obtained upon request to the Department Chair’s office.

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, exceeds, or does not meet these expectations will be assessed during Merit Review.

- 1. Establishing the Research/Scholarship Workload Rating.** There is a two-step process for establishing the Research/Scholarship Workload Rating. For the first step, the Department 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, research and scholarly activity is considered to include performing research leading to peer-reviewed publications in scholarly venues, external funding, and generally includes mentorship of graduate students, postdoctoral researchers, and/or research staff in a professional manner. In most cases, the Research Rating will be the final Research Rating for the review year. For the second step, it is appreciated that differences in productivity metrics (publication numbers, grant funding levels), project roles, and grant writing leadership may exist. These differences can be particularly significant between subdisciplines in the department. The Department 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 "Moderate" (2) for one of the three previous years (three-year average = $2 \frac{2}{3}$, which rounds to 3), they will be rated as "High." However, if the faculty member has one year rated "High" (3) that follows two consecutive years of "Moderate" (2) rating (three-year average = $2 \frac{1}{3}$, which rounds to 2), their rating will be changed to "Moderate."

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., certain Faculty Senate roles) 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 Department Chair, the eight-credit hour academic year requirements typical of tenure-track faculty may be spread over one or two semesters.

WORKLOAD APPEAL

The Department Chair in consultation with the Merit Review Committee will consider appeals. A faculty member must file a written appeal with the Department Chair within two weeks of the original notification of the workload assignment. The Department Chair and the Workload Committee will consider the appeal on its merits and the Department Chair will make the ultimate determination as to whether a modified workload assignment is warranted. The Department 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 six 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) or other amount as may be required. At the discretion of the Department Chair or as negotiated, course release(s) may extend beyond the first year.
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 Department Chair according to university policies and the percentage of time away.

POSTING OF WORKLOAD POLICY

The workload policy will be posted on a departmental site.

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 Department 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 provide 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 according to current Office of the Provost Guidelines.
3. **Coordination with Joint Department.** The Department Chair will be the conduit through which workload and merit review discussions are held between departments.