

Criteria for the Development and Display of Full time Faculty Workload Policies at Northeastern University¹

Academic units vary in their contributions to the University mission ranging from units that focus primarily on undergraduate education to those with substantial graduate and research programs and summer teaching obligations, and therefore it is understood that the components of the workload policy will vary from one department or unit to another. The faculty workload policies of the department or unit should reflect the goals and aspirations for that unit. Although the details of each policy will vary by unit, all policies are expected to be clearly delineated and easily accessible to all full-time faculty members using the following criteria. This policy supersedes all previous workload policy documents.

- 1. Each unit should have one comprehensive workload policy document. It is expected that workload will vary across types of appointments and units.**

This document must specify clearly teaching, research/scholarship/creative activities/professional development, and service expectations for different types of full-time appointments in the unit and under what specific conditions those expectations may be modified. The intention of this guideline is to ensure that workload policy information is centralized in one coherent policy document, rather than distributed in multiple documents.
- 2. The full time faculty of the unit, the unit's dean, and the provost must approve the unit's workload policy. Whenever a unit has failed or refused within a reasonable period of time to produce one, the provost shall adopt a workload policy for a given unit as s/he deems fair and reasonable.**

The workload policy for every department or unit should be voted on and approved by the full-time faculty of that department or unit. Subsequently, the workload policy must be approved by the unit's dean, and the provost. The workload policy should be reviewed periodically and updated on an ongoing basis. The intention of this guideline is to ensure faculty members and administrators are aware of and involved in structuring policy changes when they are required.
- 3. A workload policy for full time faculty positions should include definitions of teaching, research/scholarship/creative activities/professional development, and service.**

The policy should define what constitutes each of these components for full time faculty and how they relate to the goals of the unit. Full time faculty positions are defined in the Faculty Handbook. The intention of this guideline is to ensure that faculty members understand what types of academic activities are assigned within each category, and to what degree they are considered important.
- 4. A workload policy should emphasize equity of total workload, rather than equity in one or two components of the workload.**

The intention of this guideline is to ensure that full workload is being assessed, despite heterogeneity in faculty roles.
- 5. A workload policy document should, at minimum, have five key sections.**

These five sections should

 - (1) define workload and how it reflects the goals/aspirations of the unit;
 - (2) describe the different types of appointments and the expected percentage of distribution of duties for each type of appointment across the areas of teaching, research/scholarship/creative activities/professional development, and service. For

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example, Assistant Professors may have a distribution of 40% teaching, 50% research/scholarship/creative activities/professional development, and 10% service; an Associate Professor may have a distribution of 40% teaching, 40% research/scholarship/creative activities, and 20% service; a Research Professor may have a distribution of 20% teaching, 70% research/scholarship/creative activities/professional development, and 10% service.

(3) Identify criteria by which workloads might be modified including pre-tenured minimum course reductions, family leaves, maternity/adoption leaves and medical leaves,

(4) specify frequency of workload policy review, and

(5) describe how and where the workload document is made accessible.

The intention of this guideline is to ensure that workload policy documents for all units include information encouraging transparency and regular review.

6. For units with one or more faculty members with joint appointments in different units, the document should contain, at minimum, an additional section.

The additional section should

(1) define how a percentage of appointment of less than 100% with the unit impacts workload policy,

(2) indicate how the tenure home factors into workload policy,

(3) describe how the unit coordinates workload policy decisions with other units for faculty with and without tenure home in the unit,

(4) describe expectations and accommodations for workload distribution across units (e.g., how are accommodations made for expectations of teaching 1.5 courses per year?), and

(5) describe what faculty candidates considering jointly-appointed positions will be told about how workload expectations will be balanced across units.

7. A workload policy document for each unit should be electronically available to all full-time faculty members across the University.

The Provost's Office should maintain a comprehensive list of links to those policies.

The intention of this guideline is to foster transparency in policies throughout all units and to thereby encourage incremental improvements in clarity of policies as they are updated.

8. The annual workload percentage of distribution of duties (see #5) for each full time faculty member in the unit must be accessible for any full-time unit member.

The intention of this guideline is to ensure visibility of the annual workload model for each full-time faculty member to allow identification and rectification of workload inequalities within a unit.

9. The workload policy must include a clear, published, appeal process to address and resolve any concerns with an individual's workload in the unit.

The outcome of the appeal does not preclude the full-time faculty member taking additional steps as defined in the Faculty Handbook. The intention of this guideline is to ensure fairness and due process.

10. The workload policy document must include a completed form labeled "Checklist for Unit Workload Policy Documents."

The intention of this guideline is to ensure content consistency among workload policy documents across the University.

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