

Faculty Workload Policy

Policy Purpose

The purpose of this policy is to set workload expectations for Faculty.

Applicability

This policy is applicable to ETSU Tenure-Track Probationary, Tenured, and Renewable Term Faculty, department chairs, and deans. This policy does not apply to other types of Faculty designations or to Faculty teaching exclusively at University School.

Responsible Official, Office, and Interpretation

The Office of the Provost is responsible for the review and revision of this policy. For questions about this policy, please contact the Office of the Provost. The Provost in conjunction with the Office of University Counsel has the final authority to interpret this policy.

Defined Terms

A defined term has a specific meaning within the context of this policy.

Academic Unit

Department, center, library, school, program, or unit within Academic Affairs.

Academic Year Appointment

Appointments from August 15 - May 15.

<u>Adjustment</u>

Modifications to a Faculty member's planned workload to account for unique, and often unpredicted, circumstances.

Administrative Assignments

For this policy, an Administrative Assignment includes Faculty activities that support a unit, department, college, or the University. Examples include but are not limited to department chair, associate/assistant/vice chair, associate/assistant dean, program

directors/coordinators, center directors/associate directors and the like. These assignments may or may not require full-time administrative duties, but the activities are part of the Normative Workload Expectations, as identified in a Scope of Work.

Banking Workload

When a Faculty member carries an unpaid teaching overload one semester and less than full teaching load in another so that the average of the teaching load balances over two semesters.

Business Day

Days on which the university is open for business during Standard Business Hours. University holidays for employees and administrative closures are not included. Student breaks during a term during which the university is open for business are considered Business Days.

Clinical Practice

Includes contributions to patient care in a clinical setting without the engagement of learners. Includes delivery of patient care, participation in interprofessional teams, advancement of clinical guidelines, and contributions to practice-based outcomes. Refer to ETSU's <u>Tenure Policy</u> and <u>Faculty Ranks and Promotion Policy</u>.

Differentiated Workloads

The practice of assigning differential levels of Teaching, RSCA, and Service in consideration of factors such as course size, course leves, and other factors.

Equivalencies

A method to quantify the work Faculty complete using credit hours, work hours, or other methods. The five (5) workload units or Equivalencies may include administrative or clinical assignments that substitute for other Equivalencies.

Faculty

The personnel of each Academic Unit who carry out one or more of the following primary functions of the university: academic teaching/librarianship; research, scholarly, and/or

creative activities; service to the Academic Unit, college, university, profession and/or community; clinical or professional practice. Faculty members commit to continue their professional development and active involvement in the primary function(s) of their Appointment.

Faculty Activity

Refers to Teaching, Librarianship, Research, Scholarship, Creative Activities, Service, Clinical Practice and Administrative Assignments.

Faculty Activity Evaluation (FAE)

A yearly assessment prepared by the Faculty Supervisor and approved by the college dean (or designee) that evaluates the Faculty member's performance on the activities proposed in the Faculty Annual Plan (FAP) and reported in the Faculty Activity Report (FAR) during the Fiscal Year or Academic Year appointment. The evaluation addresses the Faculty member's contributions in academic teaching/librarianship, clinical or professional practice; research, scholarly, and/or creative activities; and service to the Academic Unit, college, university, profession and/or community.

Faculty Activity Plan (FAP)

A yearly plan proposed by the Faculty member in consultation with the Faculty Supervisor outlining the Faculty member's intended activities for the Fiscal Year or Academic Year appointment, addressing academic teaching/librarianship, clinical or professional practice; research, scholarly, and/or creative activities; service to the Academic Unit, college, university, profession and/or community. The Faculty Supervisor and dean (or designee) has final approval of the FAP.

Faculty Activity Report (FAR)

A yearly report written by the Faculty member describing the activities completed during the Fiscal Year or Academic Year appointment, including academic teaching/librarianship, clinical or professional practice; research, scholarly, and/or creative activities; service to the Academic Unit, college, university, profession and/or community.

Faculty Supervisors

Refers to department heads, department chairs, Academic Unit directors, school directors, or any other administrative position officially authorized to direct Faculty Activity.

Fiscal Year Appointment

Appointments from July 1 - June 30.

Less Than Full Time

Any appointment less than 1 Full-Time Equivalent (FTE).

Librarianship

Refers to the work of collecting, organization, preserving, and disseminating information to users. Activities include but are not limited to: developing programs and services to users, developing and maintaining classification systems for organization and finding resources, maintain bibliographic and metadata controls, integrating search techniques for user self-help, assessing the university's information assets, working with multi- and streaming media and makerspace resources, curating and managing data, helping students, faculty, and staff locate library resources, creating user-needed collections, evaluating materials for licensing, accessibility, and budgetary needs, providing best practices on information literacy, use, and dissemination.

Normative Workload Expectations

Standard, baseline requirements for Faculty Activity.

Offer Letter

Employment document provided at initial hire. Includes terms of Appointment.

Overload Assignments

Activities that exceed the Normative Workload Expectations. These assignments are voluntary and not a regular expectation nor an obligation of employment for a Faculty

member. Overload assignments are subject to specific guidelines and conditions outlined in the <u>Outside Employment and Extra Compensation Policy</u>.

Regular Appointment (Regular)

Regular Appointment employees have salaries and benefits budgeted on a recurring basis whether through external sources or state funds, who are employed on a continuing basis, and who are eligible for full benefits (pro-rated on percentage of effort). For the purpose of this policy, Regular employees include Tenure-Track Probationary, Tenured, and Renewable Term Faculty.

Renewable Term Appointment

Renewable Term appointments are for Faculty with salaries and benefits that are budgeted on a recurring basis for a specified period, not to exceed five (5) years and these appointments can be renewed. These positions carry benefits in accordance with the percentage of employment.

Renewable Term Faculty

Regular, full-time or Less Than Full Time faculty on a Renewable Term appointment who are not eligible for Tenure but are eligible for promotion and Rank.

Research, Scholarship, and Creative Activities (RSCA)

Refers to the work of discovering, disseminating, and applying knowledge and professional expertise including but not limited to working in laboratories, field sites, communities, archives, and studios, conducting empirical and/or theoretical research, engaging in development or translational work, and/or producing creative works or scholarship; writing articles, monographs, grant proposals; preparing juried art exhibits or performances; developing digital creative or scholarly work; performing in plays, concerts of musical recitals as part of a Faculty's disciplinary expectations. Refer to ETSU's Tenure Policy and Faculty Ranks and Promotion Policy.

Scope of Work

A written document that defines duties, timelines, and performance expectations so to develop a shared understanding of work to be performed.

Service

Service includes but is not limited to community engagement and service to the department or school or program or Academic Unit or profession/discipline, and the university. Service may include undergraduate advising that requires less than mentorship; "clinical supervision" as a different form of community-engagement activity than is defined by Teaching; engagement in department, college, or university service (e.g., serving on committees, as undergraduate or graduate program coordinator, department chair, or center director); professional activities that improve the scholarly life of the university or the discipline nationally and/or internationally (e.g., professional society leadership, journal/book series editorship); activities that advance the work of East Tennessee State University and its role in supporting Tennessee as well as enhancing improving the quality of life or society; promoting the general welfare of ETSU. Refer to ETSU's Tenure Policy and Faculty Ranks and Promotion Policy.

Teaching

Includes but is not limited to instructing students in classrooms, laboratories, clinics, studios, libraries, study-abroad programs, research centers, distance education and other settings; community-engaged instruction; intensive, one-on-one mentorship of undergraduate or graduate students; developing learning activities; sustaining and recognizing teaching effectiveness; supervising undergraduate research, master's theses or capstone projects, and doctoral dissertations or capstone projects; directing students in co-curricular activities such as plays; supervising teaching assistants, internships, field placements, tutoring, and other activities that directly support student success. Teaching also includes clinical work that includes formal educational and/or supervisory activities for medical and health profession students, residents, and fellows and participating in evaluations of medical and health professions students, residents, and fellows. Refer to ETSU's Tenure Policy and Faculty Ranks and Promotion Policy.

Tenured Faculty

Regular Appointment Faculty who are awarded tenure by the ETSU Board of Trustees who engage in teaching/librarianship, clinical/professional practice, research/scholarship/creative activity, service and/or administration as described in the Faculty Appointments and Designations Policy.

Tenure-track Probationary Faculty

Regular Appointment employees appointed to a Tenure-track position who has not been awarded tenure and who engage in teaching/librarianship, clinical/professional practice, research/scholarship/creative activity, service and/or administration as described in the Faculty Appointments and Designations Policy.

Policy

1. General Statements.

- 1.1. This policy establishes Faculty workload guidelines to align Faculty Activity with institutional mission areas and policies while considering curricular needs, student success, student credit hour production, accreditation, and resource constraints across all areas of the university. It is intended to provide Faculty, colleges, and Academic Units with clear, equitable, and transparent means of developing disciplinary specific workload policies and assigning Faculty work.
- 1.2. Each Faculty member will engage in work responsibilities equal to their FTE status. Faculty with Less Than Full-time Appointment have adjusted workload expectations proporational to their FTE.
- 1.3. The types of Faculty Activity that comprise an individual Faculty member's workload will be allocated among Teaching, Librarianship, RSCA, Service, Clinical Practice, and Administrative Assignments according to the individual's Faculty type, as described in the Faculty Appointments and Designations Policy. Workload assignments align with the ETSU's Tenure Policy and Faculty Ranks and Promotion Policy requirements and in consideration of Academic Year or Fiscal Year appointments.
- 1.4. A full FTE workload is five (5) workload units per term or Equivalencies that equate to five workload units as defined in college/department/ unit policies, approved by the dean and Provost.
- 1.5. Faculty develop an annual FAP, and Faculty Supervisors review and approve the FAP annually adjusting as necessary with faculty. The final FAP is reviewed and approved by the dean (or designee). The dates for FAP will be established and published by the Office of the Provost on a schedule that provides Faculty and Faculty Supervisors opportunity for review of their assignments. At times, it may be necessary to adjust a Faculty member's planned workload after the FAP has been approved due to department and university needs; in such cases, Faculty will be given as much notice as possible of an Adjustment.
- 1.6. Typically, three to four (3-4) course credits equal one (1) workload unit. Faculty and Faculty Supervisors will refer to ETSU's <u>Definition of Credit Policy</u> for further guidance. The "Workload Equivalencies" section of this policy discusses Equivalencies that can be determined and defined on an Academic Unit basis.
- 1.7. Faculty must post and regularly maintain weekly physical and/or virtual office hours. Colleges and/or departments will determine the office hour requirements

- based on course load and student need. The minimum for each unit will be included in college and department workload policies.
- 1.8. This policy should not be considered a guarantee or entitlement regarding workload assignments.
- 1.9. Academic Year Appointments include no obligation for, or guarantee of, summer or winter session employment.
- 1.10. Overload Assignments require Faculty Supervisor and dean approval and do not reduce Normative Workload Expectations for Faculty Activities.
- 1.11. Assignments that receive extra compensation may or may not fall within the Normative Workload Expectation. A Faculty member and Faculty Supervisor should determine, in collaboration, whether or not the assignment is appropriate to be considered with in the Normative Workload Expectation as described in the Outside Employment and Extra Compensation Policy.
- 1.12. Private, professional work, consulting, and outside employment are not considered in workload assignments and cannot be used to request workload Adjustment. To ensure that primary responsibilities of Faculty Activities are met, Faculty must consult with their Faculty Supervisor before accepting any external paid activities. Such activities are also subject to ETSU's Outside Employment and Extra Compensation Policy and Conflicts of Interests or Commitments Policy.

2. General Work Requirements for Faculty.

Faculty on Academic Year or Fiscal Year Appointments work during their contract period, excluding University designated federal holidays and administrative closures. Faculty in Administrative and Clinical Practice appointments may have work schedules during holidays or University closures. The professional obligations undertaken by a Faculty member will ordinarily be broader than the minimum requirements as Faculty work is not easily quantifiable nor limited to a 37.5 hour work week. Faculty may have work expectations on any Business Day (e.g., department or college meetings may be held during times that classes are not in session) during their contract period.

The expectation is Faculty work to meet the needs of Faculty Activities as outlined in the Offer Letter, the FAP, and/or Scope of Work. These needs are determined by units and colleges.

3. Academic Year Appointment Responsibilities During Off-Contract Periods.

For Faculty on Academic Year appointments, Faculty Activities are normally completed during the Faculty member's contractual period. When circumstances prevent the completion of Teaching responsibilities during the contractual period, Faculty must address any outstanding responsibilities in a timely manner. In these cases, the assignment must be completed during the Faculty member's off-contract period, or if appropriate, delegated to another Faculty member or Faculty Supervisor. Examples include but are not limited to:

- 3.1. Submitting grades and resolving incomplete grades;
- 3.2. Attending to grade appeal and academic misconduct timelines;
- 3.3. Responding to student questions related to prior grades; and/or
- 3.4. Participating in thesis or dissertation defenses.

The expectations of work during off-contract periods shall be, under normal conditions, minimal.

4. Faculty Workload Requirements.

Each Academic Unit must establish a fair, clear, written, and posted policy with workload requirements, including measurable Faculty Activity appropriate to the disciplines represented in the Academic Unit. Workload Equivlancies and measurement methods may vary by discipline and accreditation needs.

4.1. Tenure-Track Probationary and Tenured Faculty.

Tenure-Track Probationary Faculty and Tenured Faculty workload assignment must include a balance of Faculty Activity appropriate to the disciplines represented and the types of Faculty Appointments. Tenure-Track Probationary Faculty and Tenured Faculty are typically expected to have (3) workload units or Equivalencies of Teaching or Librarianship, (1) workload unit or Equivalencies of RSCA, and (1) workload unit or Equivalencies of Service each fall and spring terms. Some Faculty Appointments require Clinical Practice and/or Administrative Assignments that will change these Faculty members' typical workload. During summer, Fiscal Year Faculty appointments will have five (5) workload units or Equivalencies, but the allocation of Faculty Activity may differ from the fall and spring semester allocation.

4.1.1. Tenure-track Probationary Faculty.

Workload assignments should support Faculty success for tenure and promotion as outlined in ETSU's <u>Tenure Policy</u> and <u>Faculty Ranks and Promotion Policy</u>.

Newly hired Tenure-track Probationary Faculty may be given a reduction in Teaching, Clinical Practice, or Service to off-set additional emphasis in another area within their first three (3) years of employment, as recommended by the Faculty Supervisor and approved by the dean.

Tenure-track Probationary Faculty shall not have Overload Assignments without dean and Provost approval.

4.1.2. Tenured Faculty.

A Tenured Associate Professor Faculty member's workload assignment should support Faculty success for promotion as outlined in ETSU's <u>Tenure Policy</u> and <u>Faculty Ranks and Promotion Policy</u>.

A Tenured Faculty member's workload may be reduced in one or more Faculty Activity area (e.g., Teaching or Librarianship, RSCA, Clinical Practice, or Service) to off-set additional emphasis in another area under limited circumstances and typically for no more than two consecutive semesters as recommended by the Faculty Supervisor and approved by the dean. No area of Faculty Activity should be less than one-half (.5) of a workload unit or approved Equivalencies.

4.2. Renewable Term Faculty.

Renewable Term Faculty workload assignments involve five (5) workload units or Equivalencies per term. Workload will be developed from Faculty Activities appropriate to the Faculty type. Any Adjustment to the workload assignment or Differentiated Workload must be recommended by the Faculty Supervisor and approved by the dean.

4.3. Faculty Working in Multiple Units or In Another Unit.

Faculty who hold an appointment in more than one Academic Unit or whose appointment has been temporarily moved to another academic unit will have a Scope of Work approved by the Faculty member, Faculty Supervisor, deans, and the Provost.

5. Determining and Reporting Workload.

Faculty Supervisors assign workloads with dean and Provost oversight. Assignments may be adjusted based on enrollment, financial constraints, or institutional needs. Faculty report workloads annually in the FAR that is aligned with the FAP.

6. Workload Equivalencies.

College and Academic Units may propose workload Equivalencies for a workload unit.

These Equivalencies may vary in relation to disciplinary standards, contact hours, and other factors. Workload Equivalencies in Academic Unit or college bylaws/operating papers/policies are subject to approval by the dean and Provost. Examples of Equivalencies include but are not limited to using percentages or other metrics for determing a workload unit.

7. Differentiated Workloads.

Colleges and Academic Units may develop metrics for Differentiated Workloads, which can provide the ability to address needs within specific units. If College and/or Academic Unit policies incorporate Differentiated Workloads, the rationale must be clearly justified, the metrics clearly described, and the elements of adjustment in workload unit or Equivalences explained to maintain workload equity across the Academic Unit. The following factors can be considered in creating Differentatied Workloads:

7.1. Teaching.

Large class sizes, classes with less than minimum enrollment, delivery methods, courses with contact hours in excess of credit hours, off campus courses, team taught courses, supervision of students in field or internship placements, studio or performance courses, chairing theses or dissertations.

7.2. RSCA.

Major publications, creative work, preparation of major external grants as PI or Co-I, continuously conducting at least one research study as PI for externally funded research, significant peer-reviewed publications or prestigious artistic activities.

7.3. Service.

Significant Academic Unit/college committee membership, graduate/undergraduate coordination, curriculum development, clinical service, community engagement aligned with the institution's mission, and university or professional service roles. Appointment to cabinent/executive level state or national committees.

8. Workload Adjustment.

During the Academic or Fiscal Year, circumstances may arise that justify Adjustment to a Faculty member's workload plan. Examples include but are not limited to: a Faculty member may be awarded an exceptionally large grant or contract mid-year that warrants a change to the individual's workload; or a Faculty member may need to cover a teaching assignment for a Faculty member who is on medical leave; or a course may need to be canceled due to low enrollment and another course assigned. Any Adjustment should be made collaboratively between the Faculty member and Faculty Supervisor. An Adjustment shall be made on a semester-by-semester basis. Colleges or departments can allow Banking as a workload Adjustment. A Workload Adjustment is subject to dean approval.

9. Requirements for College or Academic Unit Workload Policies.

Colleges (or Academic Units outside of colleges) will develop clear, fair, and transparent written workload policies that address the specific needs, mission, disciplinary expectations and fiscal considerations of the units following the process in the Procedures section. Once approved by the college or the task force, the College/Academic Unit guidelines must be approved by the appropriate dean (if applicable) and the Provost. The dean and/or Provost may request revisions to the policy to ensure equitable workloads across colleges and Academic Units of the university. Until a College or Academic Unit implements its own workload policy, or in the absence of a workload policy, this university policy will be used to determine Faculty workload.

In addition to being clear, fair, and transparent, the college or Academic Unit workload policies will:

- 9.1. Align with this university workload policy;
- 9.2. Provide college/Academic Unit Normative Workload Expectations and Equivalencies;

- 9.3. Address the determination of Equivalencies for programs and courses that require supervision of clinical or other practice based on factors such as but not limited to discipline expectations, accreditation, and/or licensure requirements, and delivery (direct or indirect supervision);
- 9.4. Operationalize a collaborative workload assignment process between Faculty and the Faculty Supervisor;
- 9.5. Recognize the variety of Faculty and position types (e.g, Tenure Track Probationary, Tenured, Renewable Term);
- 9.6. Strive to ensure equity among Faculty in the assignment of workload responsibilities;
- 9.7. Create a weekly Faculty office hour minimum requirement;
- 9.8. Specify if Banking Workload, is allowed, and if so, implemented;
- 9.9. Include requirements for Differentiated Workload found under the "Differentiated Workload" section;
- 9.10. Include a Faculty workload review process; see "Workload Review" section; and
- 9.11. Include a process for workload policy review every five (5) years.

10. Department Workload Policies.

For Academic Units or colleges that have departments, it may be appropriate for individual departments to have a workload policy that provides more nuanced workload expectations for disciplinary standards. After each college policy has been approved, departments within a college can, with the dean's approval, develop clear, fair, and transparent written workload policies that outline department-level Normative Workload Expectations and Equivalencies following the process in the Procedures section. Department policies must align with university and college policies. Any academic department that does not have its own workload policies will default to the college/Academic Unit policy.

Department guidelines will be reviewed and approved by the appropriate college dean. The dean can request revisions to department policies to ensure consistency across the college and alignment with college guidelines.

Faculty Supervisors and deans analyze Faculty workloads to meet the needs of the unit and physical constraints. The Provost ensures comparable workload reporting across units.

11. <u>University School Faculty.</u>

Workload for University School Faculty will be determined according to University School policy and are not subject to this policy.

12. Workload Review.

If a Faculty member believes their workload assignment has not been established in alignment with the department and/or college's workload policy, the Faculty member and the Faculty Supervisor should attempt to resolve the disagreement amicably. If a resolution is not reached, the Faculty member may request a workload review following the process in the college's or Academic Unit's workload policy.

Each college/Academic Unit will develop a workload review process that:

- 12.1.1. Aligns with ETSU's Tenure Policy and Faculty Ranks and Promotion Policy;
- 12.1.2. Includes a Faculty committee to review workload disagreements and make a recommendation to the dean of the college or Academic Unit director;
- 12.1.3. Forwards the recommendation to the dean who consults with the relevant Academic Unit director, if applicable, and makes a determination; and
- 12.1.4. Includes a requirement for written notification of the determination to the Faculty member and Faculty Supervisor.

Following the college/Academic Unit review process, if the Faculty member believes that the workload assignment has not been resolved in alignment with Faculty workload policies or due process, the Faculty member can request a review by the Provost (or designee). The Provost (or designee) will make a final determination in writing. If the issue is related to Faculty with Clinical Practice expectations, the Provost (or designee) will consult with the Vice President of Clinical Affairs (or designee) before making a determination. The determination of the Provost (or designee) is final.

13. Accommodations.

The Provost (or designee) may grant accommodations to this policy under exceptional circumstances. An accommodation to this policy will be documented in writing.

Procedures

1. Process for Developing College/Academic Unit Workload Policies.

To develop college/Academic Unit policies, each dean (or Academic Unit director) will appoint a task force that includes, to the extent possible, a representative group of Tenure-track Probationary, Tenured, and Renewable Term Faculty representatives, Faculty Supervisors from representative units within the college (or Academic Unit), and a college associate dean for academic affairs (if applicable).

- 1.1. College/Academic Unit workload policies will be developed within six months (excluding summer) of the task force forming and shared with the college or unit for review and comment.
- 1.2. After receiving comments, the task force will revise the policy as necessary and, depending upon the nature of the comments and whether substantive revision was required, the revised policy may need to go out again to the college for review and comments, and subsequently may need further revision.
- 1.3. The college's or unit's operating papers/bylaws determine whether a vote is required.
- 1.4. The dean and provost will review and approve the policies, although revisions may be required prior to each level of approval.
- 1.5. Once approved, the policies must be dated with a policy effective date and posted (e.g. to ShareDrive, Digital Commons, etc.) for Faculty access.

2. Process for Developing Department Workload Policies.

If departments develop workload policies, they will follow the process that follows:

- 2.1. Each department will ensure that a representative group of Faculty are involved in developing the policy; the group will also include the Faculty Supervisor (or designee).
- 2.2. Department policy will be developed within six months (excluding summer) of the group's formation.
- 2.3. Department policies will be shared with department Faculty and given time for review and comment. Department operating papers will determine whether or not a vote is required.

- 2.4. The dean and provost will review and approve the policies, although revisions may be required prior to each level of approval.
- 2.5. Once approved, the policies must be dated with a policy effective date and posted (e.g. to ShareDrive, Digital Commons, etc.) for Faculty access.

Applicable Forms and Websites

N/A

Authority and Revisions

Authority: TCA § 49-8-203, et seq.

Previous Policy: Definitions of Faculty and Types of Appointments

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. On March 24, 2017, the Board delegated its authority to ETSU's President to establish certain policies and procedures for educational program and other operations of the University, including this policy. The delegation of authority and required process for revision to this policy can be found on the <u>Policy Development and Rule Making Policy webpage</u>.

To suggest a revision to this policy, please contact the responsible official indicated in this policy. Before a substantive change to the policy section may take effect, the requested changes must be: (1) approved by the responsible office; (2) reviewed by the Office of University Counsel for legal sufficiency; (3) posted for public comment; (4) approved by either Academic Council or University Council; and (5) approved by ETSU's President.