Presidential Guidelines on Assigning Full-Time Faculty Workload
May 21, 2012

Workload planning and principles for full-time faculty
Workload policies should reflect a commitment to excellence, the university’s mission and the priorities in the University’s academic strategic plan while ensuring that public and university funds are used with maximum efficiency to support teaching and research activities. This begins with an expectation that full-time faculty devote full-time effort to their roles. To efficiently manage resources and increase flexibility and excellence, each school or college must develop and follow an approved transparent faculty workload policy that determines which faculty activities fulfill its public research mission in teaching, research/scholarship/creativity, and service.

Oversight
It is the responsibility of each Dean to enforce and ensure the school or college has specific faculty workload guidelines that align with this university workload policy and may include additional elements that are tailored to the unique character of that school or college. Procedures for monitoring and evaluating workload assignments need to be developed and implemented in each school or college and should be done within the context of both the school itself and appropriate aspirant/peer institutions. These efforts should be looked at as a way to enhance and support excellence in teaching and research.

Department chairs, in consultation with the Dean or designee, will have operational responsibility for assigning faculty workloads. All workloads must be approved by the Dean and are subject to the review of the Provost. The Provost or designee will monitor school and college workloads assignments and policies.

It is strongly recommended that each Dean or designee work with individual faculty members to develop long-term workload expectations and plans. Workload planning for each semester should be completed no later than the previous semester, before courses are posted online, to allow faculty, department chairs, and Deans to know each faculty member’s potential workload before the semester begins. Within each school/college, the Dean retains the ultimate responsibility and authority for faculty work assignments.

Principles
In making workload assignments, each school or college must assign 100 percent effort for each faculty member. What specifically constitutes 100 percent effort may vary by school or college.

Within schools and colleges governed by the Temple-TAUP collective bargaining agreement, 100 percent effort for faculty members is defined as 12 semester hours of teaching plus minimal service, or an equivalent assignment of teaching, research, clinical duties and service, as determined by the dean. As a general rule, teaching 12 semester hours, or its equivalent in the
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professional schools, accounts for at least 36 clock hours of work (12 contact hours plus 24 hours of preparation) each week. Minimal service may be considered at least 4 hours per week and may consist of advising, program coordination, committee service, and other responsibilities associated with being a faculty member.

Tenure track faculty
Teaching, research/creativity and service are inextricably linked and embodied in the faculty who are charged to carry out the mission of the university. All tenured and tenure track faculty must meet general University expectations. These expectations include participation in and contributions to:

- Regularly scheduled undergraduate and/or graduate instruction
- Advisement, mentoring, and academic supervision of students
- Professional research/scholarship/creativity activity
- School and college service and faculty governance

In assigning tenured/tenure track faculty workloads, student and institutional needs must be met. With due consideration to meeting those needs, each faculty member should be assigned to what he/she does best. Workload should be composed of an appropriate mix of teaching, research/scholarship/creativity, and service, with teaching and research/scholarship/creativity given primary consideration. The optimal mix for any faculty member or academic unit is often dependent on the discipline or field of the faculty members being assigned.

Reductions in teaching assignments due to new employment agreements or promised research productivity must be evaluated and updated on a regular basis by the Dean or designee. All teaching workload reductions must be based on outcome measures of productivity, not just the promise of such outcomes or past assignment reduction agreements.

Tenured faculty members should maintain their scholarly activity. Those faculty members who are no longer active in research/scholarship/creativity should teach more than highly active research scholars. All school/college workload policies must clearly address policies and procedures for the “buyout” of time for sponsored research and other guidelines for a reduced teaching load for unsponsored research.

Unless they are on a 12-month appointment or have other terms specified in their contract, faculty members are expected to be available for University business from the week prior to the start of the academic year until Commencement. The availability of faculty members in professional schools shall be dictated by the unique calendars of those schools. Faculty members are expected to be available for University business 5 days a week and can receive teaching assignments that include courses taught either during the day, evening or on weekends; at multiple campuses; or in other schools/colleges, departments or programs. Although some work can be completed online or at off-campus locations, the Dean may require presence on campus. Teaching schedules must be student-focused, and faculty workloads assigned according to academic needs.
New tenure track faculty

New tenure track faculty members should be given assignments in keeping with their need to build a record of teaching and scholarship in preparation for tenure review. Such assignments may include lighter teaching loads in the first few years, minimal service assignments, and course assignments appropriate for developing their teaching. The initial years’ teaching assignments should be clearly defined in the faculty member’s letter of appointment and thereafter reviewed/adjusted on an annual basis.

Non-tenure track faculty

It is the school or college Dean and department chair’s responsibility to ensure that the responsibilities of each non-tenure track faculty member are clearly defined in writing in the letter of appointment. These non-tenure track classifications are limited to appointment of persons who are not charged with the tripartite mission of teaching, research and service, but who specialize in one of the three missions and whose assignment is wholly or predominantly in one of the three missions.

Below are general expectations:

- NTT teaching faculty members are normally expected to devote their Temple employment time to teaching 12 credit hours per semester.

- NTT research faculty members are expected to spend their time and effort in research activities. In cases of externally-funded research, work requirements are often spelled out in the work plans for grants and contracts, but should be reiterated in the letter of appointment. Research faculty who fund 100% of their effort from external grants and contracts cannot participate in any non-research related university activities. If it is determined by the Dean that participation in non-research related activities is desirable or if these faculty expend effort on preparing grant applications, the percentage of effort supported by external funding must be reduced according to federal regulations. NTT faculty may serve on dissertation committees with the approval of the department chair, dean and Vice Provost for Graduate Education.

- NTT clinical faculty members should spend a significant portion of their time in the clinical practice of their profession. The portion of effort spent in clinical practice should be delineated in the letter of appointment, as should the proportion of effort expected in teaching and/or research. The clinical practice of the faculty member should serve as the vehicle for the training of Temple University students.

- NTT faculty members should be assigned minimal service responsibilities (approximately 4 hours/week) but generally may not serve on faculty personnel committees such as those involving tenure track hiring, contract renewals and promotion/tenure.

- Only the Dean or his/her designee may assign unsponsored research or additional service workload credit to an NTT faculty member.
Curricular Considerations

Deans should pay close attention to the curricular structures of academic programs in their schools and colleges and the ways in which they affect faculty teaching assignments and workloads. Curricular revision, especially streamlining the number of curricular offerings, can minimize the need for several small enrollment classes and ensure that courses are available each semester to meet student, program and academic needs, especially the need for students to progress through the curriculum to a timely graduation.

The scheduling of courses, assignment of faculty to courses, and establishment of enrollment caps for course sections should be driven primarily by pedagogical considerations, including student needs. The Dean has the responsibility to ensure that faculty teaching assignments collectively address those needs. Scheduling of faculty and courses to meet academic needs, to the extent that space allows, takes precedence over most other course assignment considerations.

In addition, Deans need to ensure that students have numerous opportunities for interacting with tenured and tenure track faculty throughout their general education, required coursework and experiences outside the classroom.

TAUP Contract and Faculty Handbook

Schools and colleges subject to the TAUP contract are covered by the workload terms outlined in that document. The above recommendations in this document are intended to clarify and make more transparent the definition and process of various workload activities. Schools and colleges not represented by the TAUP contract are governed by the faculty handbook.