

Realignment of Faculty Workload Draft Procedure

Academic Affairs
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Summary and Rationale

This procedure is a step by Marshall University to realign faculty workloads in a way that supports our mission and R2 status. A key component of the [university's mission](#) is to “maintain a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities.” The university’s continued growth in scholarship was recognized by the R2 Carnegie Classification in 2018.

Faculty productivity and the choices faculty make about which projects to pursue are directly affected by the time the university provides for research and creativity. Some faculty would choose to pursue additional scholarship if additional time was provided. At the same time, a number of Marshall faculty prefer to teach. The assignment of teaching loads should accommodate the varied interests, competencies, and expertise of the faculty.

Workload assignments must also live within budgetary constraints. The university is not financially able to reduce all faculty teaching loads at this stage of our growth. This procedure is a step towards reduced teaching loads, allowing some faculty to devote additional time to scholarship, allowing other faculty to choose to focus on teaching, and ensuring each unit can offer the classes needed for students to progress with their degrees.

This procedure establishes a framework for faculty to apply for a portion of their workload to be reassigned from teaching to other duties that support the university’s missions. This procedure subsumes many existing procedures that many units have developed to grant reassigned time, although it is not intended to reduce reassigned time that has historically been granted across the institution.

Faculty may apply for reassigned time annually. The approval process will be merit-based, selective, and multi-layered. Particular focus will be paid to the concrete products and outcomes of the reassigned time.

The reassigned time awarded from this procedure will be funded through increased efficiency of class scheduling within each unit granting reassigned time, and will not require additional budgetary funding.

Authority

This procedure is based on the [Board of Governors Policy AA-21](#), “Faculty Workload”. This policy is “designed to support and enhance the opportunities for faculty to work in ways that are consistent with their interests, goals, and skills, while also encouraging academic units to think creatively about their needs, priorities, and resources.” The policy describes several key principles: flexibility, decentralization of workload assignments, equity, workload tied to demonstrable activities, and accountability via evaluation. These principles are incorporated into the procedure described here.

Teaching Loads

- 1.1. Full-time faculty at Marshall University have a base teaching load of 12 hours per semester and are expected to maintain activity in all three areas of faculty responsibility: teaching, research, and service. However, the balance of activity between the three areas is not expected to be equal for every person, and some faculty have higher loads in some of these areas than others.
- 1.2. A number of faculty have traditionally been granted reassigned time to reduce their teaching load to allow time for other activities. This procedure provides a framework for all additional faculty to apply for reassigned time.
- 1.3. Individual faculty members are eligible to apply annually for reduced teaching loads. Reduced teaching loads are always temporary and will revert to 12 hours per semester when the conditions that support the reduced load have changed. No faculty member has, or may be promised, a permanent reduction in teaching expectations. However, there is no upper limit on the number of academic years for which a reduced teaching load can be assigned, as long as it remains justified. As the university increases its research profile, we expect an increasing number of faculty will have teaching loads lower than 12 hours per semester.
- 1.4. Reassigned time will continue to be granted for administrative activities, such as department chairs, as well as some leadership programs, competitive fellowships, and other university-sponsored activities. Faculty do not need to “apply” for time that is already guaranteed as part of these activities.
 - 1.4.1. The same form will be used to document this administrative reassigned time and to apply for additional research and outreach reassigned time. Keeping all kinds of reassigned time together simplifies departmental reporting and provides a comprehensive picture of the workload of each faculty member.
- 1.5. The availability of reassigned time in a department or unit is dependent on the ability of the department to offer a complete schedule of classes. It may be necessary for a department to limit the amount of reassigned time to fulfill departmental teaching needs.

2. Eligibility Criteria

- 2.1. Reassigned time under this policy must be justified by non-teaching activities that go beyond the effort in teaching, research, and service that would normally be expected from a faculty member with a 12-hour semester teaching load.
- 2.2. Faculty with tenure-line positions at Marshall University and term faculty with terminal degrees who are active in scholarship are eligible to apply for up to 3 hours per semester of reassigned time for scholarship. Other faculty may be awarded reassigned time in specific cases, such as directing tutoring centers or similar administrative assignments.
- 2.3. In most cases, no more than 3 hours of reassigned time will be awarded in one semester. Reassigned time beyond 3 hours in a single semester must reflect significant administrative, service, or other duties involving multiple departments or units; accreditation, contract, or grant requirements; participation in university-wide activities that are accompanied by reassigned time; or other reasons approved by the Department Chair, Dean, and Provost.
- 2.4. Membership on Faculty Senate, Graduate Council, University, College, or Department committees, and similar service activities, is a vital and expected part of faculty duties and is not a justification for additional reassigned time. Serving as the chair of a committee with particularly intensive duties may be considered as a justification for reassigned time with the approval of the Department Chair, Dean, and Provost.
- 2.5. There is not an expectation that all applications for reassigned time will be approved. Each application will be reviewed by the Department Chair and Dean, who will balance the outcomes and products of the projects, the resources needed, and the teaching needs of the department. The Provost will provide a final review.
- 2.6. When evaluating progress on scholarship and creative work, although the evaluation is performed annually, the evaluators will consider a 2-3 year "window" in evaluating the faculty member's progress. As stated in BOG Policy AA-21, it is important for the evaluation process to recognize the time and effort needed to develop, implement, and disseminate different types of scholarly and creative work. Faculty can document progress annually through partial drafts of manuscripts, documentation of research or creative activities performed, and similar means suitable to the work being conducted.

3. Products

- 3.1. Products are concrete items, shared with others beyond the individual faculty member, that fulfill the goals of the project and that can be documented and verified. These include:
 - 3.1.1. Submitted papers and final approval of peer-reviewed papers for publication;

- 3.1.2. Submitted artistic and creative works, and their acceptance for publication;
 - 3.1.3. Artistic performances and exhibitions;
 - 3.1.4. Book contract approvals, and final submission of books for publication;
 - 3.1.5. Grant proposals and final grant submissions;
 - 3.1.6. Grant funding received;
 - 3.1.7. Lectures and presentations outside what is normally expected as part of a 12-hour teaching load, including conference presentations and invited presentations;
 - 3.1.8. University-approved recruiting trips and external presentations;
 - 3.1.9. Student research projects, theses, and dissertations supervised beyond the effort typically expected with a 12-hour teaching load;
 - 3.1.10. Completed reports and other policy documents;
 - 3.1.11. Other items with similar reach and impact.
- 3.2. Applications for reassigned time must specify the planned products. These products will be a key criterion for approval, and the products will be considered when the reassigned time is reviewed after it is completed.

4. Application Process and Timeline

- 4.1. The application process will occur in the spring before the schedule of classes for the following fall is created. When approved, reassigned time will be granted for the fall and spring semesters of the following academic year.
- 4.1.1. Academic Affairs will establish deadlines each year for faculty to apply for reassigned time.
 - 4.1.2. While the final decision for each year will be made in the spring, individual unit may begin the process earlier, in the late fall, if additional time is needed for to review requests.
 - 4.1.3. Newly hired faculty may apply for reassigned time for their first year at Marshall during the summer or when arriving in the fall.
- 4.2. Academic Affairs may establish a maximum amount of reassigned time for each unit on an annual basis, depending on the budget available.
- 4.3. The application will be made via an electronic form supplied by Academic Affairs. Using this form, the faculty member will describe:
- 4.3.1. The projects(s) being proposed and their alignment with university, college, and unit missions;
 - 4.3.2. The products to be delivered and a timeline for these products to be completed;
 - 4.3.3. The resources needed for the project, including additional resources if any;
 - 4.3.4. The overall number of hours of reassigned time requested.

- 4.4. The proposal may be for a single project or for multiple projects. For example, a proposal might include both a research component and a component of travel for recruiting purposes.
- 4.5. The Department Chair will evaluate each proposal and recommend approval or disapproval.
- 4.6. The Department Chair may choose to form a departmental committee to provide an initial recommendation. In this case, the tenure and tenure-track faculty of the department must agree by vote on a procedure for forming the committee and for how the committee will conduct its review. If a committee is formed within a department, all applications for reassigned duties under this procedure within the department must be reviewed by the committee.
- 4.7. Proposals will be reviewed based on:
 - 4.7.1. Alignment with university, college, and department missions and goals;
 - 4.7.2. The impact and quality of the project and associated products;
 - 4.7.3. Availability of sufficient resources to complete the proposed work;
 - 4.7.4. The amount of time and effort required for the project being in line with the teaching duties being reassigned;
 - 4.7.5. The historical productivity of the faculty member, and an assessment of the potential to complete the project successfully.
- 4.8. The Department Chair will submit an evaluation of the proposal using the electronic form. The Chair will make a recommendation on whether to award reassigned time, and how many hours to award.
- 4.9. The Dean or equivalent administrator will evaluate each proposal and recommend approval, approval with revisions, or disapproval using the electronic form.
- 4.10. The Provost will provide final approval for all reassigned time using the electronic form.
- 4.11. Academic Affairs will notify each college of the outcome of each request. The Dean will notify the Department Chairs on the status of requests in each department, and each Department Chair will notify the faculty in their department.

5. Midway Review Process

- 5.1. At the end of the fall term, each faculty member will submit a summary of their progress to date. The summary will be sent with an electronic form prepared by Academic Affairs.
- 5.2. The Department Chair will review these progress reports and discuss them with faculty as needed. The reviews will be available to the Dean and Provost.

6. Final review and renewal process

- 6.1. After each spring term, when the reassigned time comes to an end, each faculty member who received reassigned time will submit a written report to their Department Chair describing:
 - 6.1.1. The outcomes of the reassigned time, including products that were produced;
 - 6.1.2. Any additional outcomes or products that were achieved but not included in the initial plan.
- 6.2. The report will be submitted using an electronic form distributed by Academic Affairs, with supporting documents attached. The Department Chair may request additional documentation as necessary.
- 6.3. In certain cases there may be a justification for unpublished products to remain confidential. In these cases, when approved by the Department Chair, the faculty member may show the products to the Chair, who will document the products without sharing them more broadly.
- 6.4. The Department Chair will provide a written evaluation that states whether, on an overall basis, the faculty member achieved or did not achieve the goals of the proposal.
- 6.5. The Dean will review the Department Chair's evaluation and make a decision to approve, approve with revisions, or disapprove eligibility for continued reassigned time.
- 6.6. The Provost will perform a final review of all recommendations.
- 6.7. If the evaluation finds a faculty member did not achieve the goals of their project, the faculty member will be ineligible to apply for reassigned time in the following year. The faculty member may apply in subsequent years.
- 6.8. The reviews from projects in the previous 5 years, and annual reports for the previous 5 years, may be used by the Department Chair in reviewing additional requests.
- 6.9. The final reviews of all projects will be available to the provost.

7. Faculty Senate Review

- 7.1. Academic Affairs will produce a report for the Faculty Personnel Committee each year showing summary statistics by college on the number of approved and disapproved applications and the total amount of reassigned time approved.