

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-21

FACULTY WORKLOAD

- 1 General Information.
 - 1.1 Scope: Academic policy regarding the establishment and application of faculty workload.
 - 1.2 Authority: W. Va. Code §18B-1-6
 - 1.3 Passage Date: October 28, 2021
 - 1.4 Effective Date: October 28, 2021
 - 1.5 Controlling over: Marshall University
 - 1.6 History: SR-02-03-(14) 44 EC Approved by President Angel 1/13/03 with Addendum. Updated by an *ad hoc* committee of Marshall's Faculty Senate and approved by the Faculty Senate on April 8, 2021. This revision was approved by Marshall University's Board of Governors on April 29, 2021. As a result of feedback received during the policy's 30-day comment period, the Faculty Senate recommended additions recognizing librarianship as an area of faculty work.

2 Policy and Principles

2.1 Marshall University's Board of Governors (BOG) appreciates the centrality of faculty work to the ongoing health of the university, and that, in order to perform that work at the highest level, its faculty workload policy must recognize: a) the need for flexibility; b) the ongoing increase in the importance of research, scholarly and creative work, and community consultation and development in the roles of university faculty members; and c) the value and emphasis that the university continues to place on all types and levels of teaching and academic activities. To be successful, Marshall University must address the diverse and complex requirements of the work associated with these goals, and have workload policies sufficiently flexible to encourage faculty work in all of these areas and to reward success within them.

2.1.1 The flexible workload 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.

2.2 The BOG establishes the following principles for Faculty Workload:

2.2.1 Flexibility: The need for flexibility underlines the importance of recognizing and rewarding the varied contributions to the institution's mission that different faculty members make. The tripartite nature of faculty work (Teaching and Advising, Scholarship and Creative Activities, Service) does not necessarily require that all faculty can or should be expected to make equivalent contributions in each area. A fourth area of faculty work (Librarianship) is also recognized for University Libraries. The complexity of the University's academic mission requires that it recognize and nurture the varied skills

and interests of our faculty, while also recognizing the need to integrate the varied interests and skills of individual faculty into practices that ensure the University fulfills its missions.

2.2.2 Decentralization of Workload Assignments: The complexity of faculty roles and of academic units' contributions to the university academic mission requires that people closest to the required tasks be intimately involved with determining the workload assignments of individual faculty members. In academic units, this is likely to be represented by a sequence of a) the faculty member; b) the department faculty as a group (who function to help clarify department needs and priorities); c) the department chair/program director/division head; d) the college Dean; and e) The Chief Academic Officer (CAO). Encouraged here is an institutional practice that depends on communication within and between all levels of academic units to identify needs and priorities.

2.2.3 Equity: Workload policies and practices must be fair, and establish expectations that are clear, reasonable, applied consistently to all faculty members, perceived as unbiased, and appropriately tied to the professional mission of each academic unit.

2.2.4 Workload Tied to Demonstrable Activities: Faculty workload should be tied to specifically identified tasks and responsibilities. It must comprise a set of teaching, scholarship/creative and service activities. In University Libraries faculty workload is also comprised of librarianship activities.

2.2.5 Accountability via Evaluation: Appropriate methods of evaluating differential work responsibilities must be followed. Faculty members must document productivity in teaching and advising, scholarship and creative activities, service, and librarianship for University Libraries, and be evaluated in a manner that is appropriate and equitable. (See AA-22 Annual Evaluation of Faculty)

3 Implementation

3.1 Departments must establish policies and procedures for determining faculty workloads. Such policies and procedures must include criteria that are clear, that provide all department members with equitable opportunities to develop and implement their workload plans, are appropriate to their disciplines, and are consistent with the needs of their students and programs. The policy and procedures must be consistent with the principles established in this policy, and define how the expectations for Annual Evaluations, promotion, and tenure, as outlined in BOG policies AA-22 Annual Evaluation of Faculty, AA-26 Promotion, AA-28 Tenure, and other relevant department and college policies will be met. These criteria and expectations must be clearly communicated within the department, and individual workloads structured such that faculty have every reasonable opportunity to meet them. Department policies must be approved by the Dean.

3.1.1 Departments will meet periodically to review needs and priorities for faculty contributions in teaching and advising, research/creative activity, and service within their respective program areas. The University Libraries will also review for faculty contributions in the area of librarianship. All such

clarifications or any other periodic changes to department procedures are subject to approval by the College Dean.

3.1.2 Individual faculty members will consult annually with chairs to develop workload agreements for the following academic year. Each workload agreement will describe the faculty member's plans regarding specific contributions in each major area and his/her plan to document and/or demonstrate progress or achievement in each area of effort. Plans must adhere to departmental, college, and university policy stipulations.

3.1.3 Workload plans must be approved by the Dean. Such approval indicates that college teaching needs are met, and that workload agreements are developed and implemented fairly within and across all departments/divisions within his or her college.

3.1.4 Deans will serve as the first level of appeal outside the department in any circumstances where faculty members believe that their workload plans are being treated unfairly.

3.2 College Deans will oversee the development or refinement of their College's policy for faculty workload, and of department policies and procedures for approving workload plans and subsequent evaluations. College and department policies and procedures must be consistent with the principles established in this policy, and with expectations for Annual Evaluations, promotion, and tenure, as outlined in BOG policies AA-22 Annual Evaluation of Faculty, AA-26 Promotion, AA-28 Tenure, and other relevant department and college policies. College policies must outline the acceptable ranges of faculty contributions in each of the major areas of responsibility, the criteria for exceptions to these established ranges, the type of activities that will be included in each category and specific methods by which faculty members will document and/or demonstrate progress in their work in each area.

3.3 The CAO will have final approval of all College workload policies and procedures. Such approvals indicate that workload policies developed by each college meet the criteria set out in this policy, and are equitable and enforced fairly across the University.

3.3.1 The CAO will establish a procedure for hearing individual faculty concerns about workload decisions that are perceived by a faculty member as biased, discriminatory or otherwise seen as unfair, and which have not been resolved through discussions at the department or college level.

3.4 While the workload planning and review process will occur annually, a minimum two-to-three year "window" or time frame will be used for proposing and evaluating progress on scholarly/creative activities; the exact period would be determined by each college or department unit. This time period should recognize the time and effort needed to develop, implement, and disseminate different types of scholarly/creative work. Within the time frame adopted, faculty members are expected to demonstrate annually the progress they are making on their scholarly/creative projects, particularly when such projects are the basis for modifications to workload responsibilities in other areas.

4 Work Load Range for Faculty Areas of Responsibility

4.1 The university will determine and publish a list of minimum and maximum allowable ranges of effort for each of the three faculty areas of responsibility (Teaching and Advising, Scholarship and Creative Activity, Service) plus Librarianship as an area of responsibility for the University Libraries.

4.1.1 College and Department workload policies must adhere to the criteria. Their policies may establish stricter ranges, but may not establish looser ranges, except in situations outlined in Section 5 of this policy.

4.1.2 The ranges will be reviewed at least once every five years and revised as needed. The review must include participation from the Faculty Senate Faculty Personnel Committee, the Council of Chairs, and the CAO or their designee. Revisions must be approved by Faculty Senate through its regular procedures.

5 Exceptions and Special Situations:

5.1 In unusual or special situations the policy and procedures described in this policy may need to be justifiably breached. Such cases would be handled individually by the faculty member, their chair, and dean. All exceptions to this policy must adhere as closely as possible to the principles outlined in section 2 of this policy, and must be approved by the CAO.