

*DEPARTMENT OF BUSINESS ADMINISTRATION
WORKLOAD AGREEMENT*

**Adopted by Vote of the Faculty, November 17, 2003
Approved by the Dean, AAUP and Provost, November 18, 2003**

PREAMBLE

The spirit of this workload agreement is to provide guidelines for administered workloads for all full-time faculty members in the Department of Business Administration. Workload activities are administered to support the creation, dissemination and application of knowledge. Thus, the workload assignments of faculty in the Department must allow appropriate time for research, teaching and service.

Administered workloads are expected, and must accord with the actual contributions of the faculty members who are assigned such workloads. The policy of "administered" teaching loads is a flexible arrangement which makes it possible for the Department chairperson to "make assignments of individual faculty members on a semester-to-semester basis to stimulate research and scholarship or to provide for unusually heavy committee assignments."^a These guidelines are designed to maintain congruence between the administration of workloads and the Department's Promotion and Tenure Criteria and Performance Appraisal and Merit Allocation Procedures.

GUIDELINES

1. Composition of Typical Workload

- 1.1. Tenure track faculty who maintain an active research program will typically have a balanced workload composed of 50% teaching, 40-45% research and 5-10% service. The teaching component is normally composed of two 3-credit classes per semester (i.e. 6 credit contact hours).
- 1.2. Non-tenure track faculty members typically have a workload composed of 100% teaching, normally composed of four 3-credit classes per semester (i.e. 12 credit contact hours).
- 1.3. These guidelines assume that class sizes will remain consistent with current class sizes as of the date of approval of this document (i.e. 55 for 300 level introductory classes, 40 for advanced 300 and 400 level courses, and 35 for capstone and graduate courses). A significant change in class sizes will necessitate a review of this workload document.

2. Conditions for Variation from the Typical Workload

2.1. Teaching

- 2.1.1. Weights assigned to teaching activities other than regularly scheduled classroom teaching (e.g. scheduled laboratory, field, individual instruction, scheduled individual problem sections, theses, and dissertations, and undergraduate advising) will vary with the values specified in Footnote 3, Article 11.9 of the Collective Bargaining Agreement.

^a University of Delaware Faculty Handbook, Section 4.

- 2.1.2. Faculty members may elect to teach classes in formats other than traditional 3-credit courses (e.g. 1-credit or 2-credit classes), or may elect to team teach a class and split the credit for that course.

2.2. Research

- 2.2.1. Research and publication are a significant part of each tenure track faculty member's total contribution as a member of the academic community. Thus, tenure track faculty members are expected to allocate a percentage of their time to research. Activities that qualify for research are specified in the Department Promotion and Tenure Procedures and Criteria document. Workloads are administered to facilitate continuing professional development and progress toward subsequent promotion, consistent with the Department's P&T criteria.
- 2.2.2. "Workload assignments to support research and scholarship must, over time, be reflected in research and scholarly productivity commensurate with that workload responsibility."^b A faculty member emphasizing research is expected to maintain an active research program and to make research contributions that result in that person regularly achieving an annual performance rating at or above "Meets Expectation." Repeated ratings of "Below Expectations" (for example three consecutive years or four years out of a 5 year period) without a viable plan to improve research productivity, may lead to an administered workload distribution that is more appropriate to the individual faculty member's skills, abilities and/or inclinations, and better meets the needs of the Department, including possibly a workload with greater emphasis on teaching and/or service.

Prior to increasing the teaching load of a tenure track faculty member above the typical load of 6 credit hours per semester, the faculty member may request that the Chairperson appoint an ad hoc advisory committee of at least three tenured faculty members to review research productivity and provide an assessment. The Chairperson may also appoint such a committee, in the absence of any request from the faculty member, who will in all cases have the opportunity to submit any evidence deemed appropriate to the committee's task. The recommendation(s) of this ad hoc committee are advisory; but the Chairperson has final responsibility for any change in the faculty member's workload.
- 2.2.3. "No [tenure-track] faculty member can be excused from research and scholarly productivity on the grounds that all available time is devoted to other activities."^c As a result, the workload percentage assigned to research will generally be at least 20% for tenured faculty. In the rare event that a faculty member becomes unable or unwilling to engage in research the workload will be distributed between teaching and service.
- 2.2.4. A faculty member previously on a teaching workload greater than 50%, who demonstrates research productivity commensurate with the typical research administered workload, may be assigned a workload with greater focus on research.
- 2.2.5. A faculty member may propose a research plan during the annual planning process requesting more time allocated to research. If the research plan is approved

^b UD Faculty Handbook Section 4, Administered Workloads.

^c UD Faculty Handbook, Section 4, Expectations of Tenure Track Faculty.

by the Department chairperson, the faculty member would be assigned an increased research workload with commensurate reduction in teaching and/or service. Continuance in workload focused on research would depend on meeting the objectives of the approved research plan.

2.2.6. Faculty members may request to have summer research time count as part of the annual workload as stipulated in the Faculty Handbook Section 4, Faculty Evaluation/Merit Assessment Option for Summer Work. If the faculty member's request is approved and included in the workload plan, the revised workload distribution for purposes of evaluation will reflect the proportion of relative workload in research, teaching and service across the longer evaluation period (9 month + # of summer months counted for research). See the handbook for an example.

2.3. Service

2.3.1. A normal amount of service related to the typical expectations of a full-time faculty member is presumed in every workload assignment. Attendance at Department meetings, attendance at admissions and recruiting events, participation in commencement and honors day are part of the general expectations of all faculty and do not carry any service workload.

2.3.2. Membership on ad-hoc and standing committees of the Department, College, and university, advising activities not included in section 2.1.1 above, are recognized with a separate weight in service.

2.3.3. Helping the Department and College through undertaking unusual teaching assignments such as large class sections, EMBA and MBA teaching assignments or undertaking new and challenging teaching preparations may be recognized as service.

2.3.4. Other extraordinary service activities will be recognized with additional weight applied to service. These include, but are not limited to, serving as area head or program director (portions of which are beyond specific overload compensation). Workload weight applied to extraordinary service, and the criteria on which it will be evaluated, must be agreed upon between the faculty member and the chair in writing.

3. General Provisions

3.1. All faculty in the Department of Business Administration are on 9 month contracts.

3.2. Given the uneven demand for class seats and the desire of research active faculty members to obtain a concentrated research timeframe, it is possible that a faculty member may elect an unbalanced load between semesters of the academic year, as long as the teaching workload does not violate the Collective Bargaining Agreement and Department teaching needs are met. Annual merit will be based on the actual workload during the period of the evaluation (February 1 - January 31).

3.3. Overload teaching, (e.g. winter, summer session or EMBA) teaching for which there is additional compensation does not count in the teaching workload. Service for which there is additional monetary compensation (e.g., program director, area head, etc.) does not count in the service workload except for that portion of the service that is within the

faculty member's normal academic year salary. For service activities that have both overload and on-load compensation, the portion of on-load compensation and the criterion by which that service is to be evaluated must be agreed upon in advance and documented in writing.

- 3.4. The workload percentages for faculty on sabbatical leave will be proportional to the justification used to obtain the sabbatical leave (e.g. 100% research to the proportion of the evaluation period the person is on sabbatical to conduct research). Performance will be reviewed relative to the goals established in justification of the leave.
- 3.5. Obtaining funding from outside the Department for sponsored activities, which is used to buy down teaching load, will be at a rate consistent with the College's buyout policy. Buy down of teaching increases the percentage assigned to research, or service consistent with the intentions of the funding source.
- 3.6. "The policy of administered workloads carries a responsibility for the effective implementation by the Departmental chairperson or other academic unit head. Workloads are to be administered to reflect an optimal utilization of the talents and contributions of the faculty in accord with the academic program needs of the Department and the faculty's opportunities for continued professional development and achievement."^d Thus, where the individual faculty member and the Department chairperson cannot arrive at an agreement it is the chairperson's responsibility to make the final decision.^e

This document can be modified by the majority vote of the faculty in accordance with voting provisions of the Department of Business Administration Bylaws, subject to the approval of the Dean, AAUP and Provost.

^d UD Faculty Handbook Section 4, Administered Workloads

^e This policy is not to be construed as negating provisions of appeal or grievance through the AAUP or Faculty Welfare and Privileges Committee. Normal peer review processes such as Contract Renewal, Promotion and Tenure and Post Tenure Review provide important evidence to inform the chairperson when making ongoing workload decisions.