

**Workload Implementation Guidelines**  
**For Tenure-Track and Tenured Faculty**  
**Kennedy College of Sciences**

**Kennedy College of Sciences Workload Implementation Committee:**

**Dean:** Nouredine Melikechi

**Chairs:** Michael Graves, David Ryan, Haim Levkowitz, Dan Klain, Daniel Obrist, Bob Giles

**MSP Representatives:** Matt Barlow, Carol Barry

**I. The Maximum Teaching Load:** The maximum teaching load for full-time faculty is three (3) three-credit courses per semester<sup>1</sup> as defined in Art. XVI of the Contractual Agreement between The Board of Trustees of the University of Massachusetts and The Massachusetts Society of Professors/Lowell (MSP Lowell Contract)

As specified in the MSP Lowell Contract (Art. XVI Workload, H. 1.), “Each of the colleges of the University should have an equitable opportunity for providing reduced teaching load to the faculty for the purpose of enhancing and improving their institutional research productivity” In accordance with provisions of this contract, the Kennedy College of Sciences has established these guidelines for implementation. As specified in the recent changes to Article XVI Workload, the teaching load is three (3) plus two (2) courses per academic year for those faculty who meet the criteria of being Research Active, two (2) plus two (2) courses per academic year for those who meet criteria for being Research Productive, and two (2) plus one (1) courses<sup>1</sup> per academic year for those who meet the criteria for being Research Intensive; some portion of the teaching load may consist of advising of graduate students, consistent with the Contract.

Within the Kennedy College of Sciences, the definition of a “maximum teaching load” must also consider:

- Large sections or multiple sections of the same course
- Lab courses including courses with assistance from professional staff and graduate teaching assistants, and actual faculty contact time per course and per week
- Newly developed courses
- Research courses, including seminars
- Graduate thesis and dissertation supervision and mentoring, and undergraduate student research supervision.

It is the responsibility of the Chair in each department, who is most familiar with the requirements for each course in the department, to recommend to the Dean appropriate teaching loads for each faculty member, consistent with these considerations and these Workload Implementation Guidelines. In particular, where sections of lab or supervision of projects or theses are significant portions of a faculty member’s teaching load, the Chair will attempt to formulate an equivalent teaching load. Class sizes will also be considered in determining teaching load.

These guidelines are not intended to replace in any manner articles related to workload that are included in the MSP Lowell Contract. No provisions in this agreement shall be construed to abridge either the authority of the Dean to grant workload reductions, or the right of faculty members provided in the MSP Lowell Contract.

**II. Policies for Reductions in Maximum Teaching Load.** Reductions in teaching load based on research are determined through application, review, and approval processes that begin in November to be applied during the subsequent academic year. This timing is required to facilitate the creation of the schedule of course offerings. Faculty who receive reductions in teaching load for being Research Active, Research Productive, or Research Intensive are still required to carry out service responsibilities as described in the MSP Lowell Contract. Major service that qualifies for the purpose of reduction of teaching load is described in these Workload Implementation Guidelines.

Faculty who perform research or major service activities for the University or profession may be eligible for reductions in the Maximum Teaching Load. Within the Kennedy College of Sciences, there are three defined levels of research activity:

**Research Active:** where faculty are actively engaged in research as evident by seeking external funding through proposal-writing, active research publications, and supervision of student researchers or postdoctoral researchers. Research Active status is defined in the MSP Lowell Contract and includes “a faculty member presenting a paper at a national, regional or international conference, submitting a research proposal or preparing a manuscript for publication”. It is assumed that research products such as presentations and papers, and all new proposals submitted, are significantly different from items considered during workload decisions in previous years. Faculty in this category qualify for one course reduction per year, from six (6) credit courses to five (5) credit courses per year.

**Research Productive:** where faculty engage in all of the activities listed under “Research Active” and have active, externally funded research grants. Faculty members in this category should have research expenditures that are in the range of 50% of the median research expenditures per funded faculty member in the Kennedy College of Sciences.<sup>2</sup> The level of support for and supervision of graduate student and postdoctoral researchers can also be used to demonstrate research productivity. Where external funding is from collaborative grants, the individual contribution to total grant expenditures (as quantified by pre-agreed overhead distribution formula) or direct expenditures attributed to an individual in the previous fiscal year will be used for this calculation. Faculty members in this category qualify for a reduction of two (2) credit courses per year i.e., from six (6) courses per year to four (4) courses per year. In the case of faculty members in the non-experimental disciplines (e.g., Mathematics and other research areas that do not require the support of significant equipment or supplies), in which external funding is limited, the requirement of external funding may be diminished or waived on the basis of other measures of research productivity such as an exceptional publication record.

**Research Intensive:** where faculty engage in all of the activities listed under “Research Productive” and have exceptionally active research programs as demonstrated by, among other things, significant externally funded research grants and an outstanding publication record. Faculty members in this category should normally have research expenditures of 200% of the median research expenditure per funded faculty member in the Kennedy College of Sciences or can demonstrate outstanding research achievement through the quantity and quality of their publications. Faculty members in this category qualify for a reduction of three (3) courses per year i.e., from six (6) courses per year to three (3) courses

per year. Criteria listed above for Research Productive faculty relative to collaborative grants and non-experimental disciplines also apply to Research Intensive faculty.

While the items listed below are viewed as valuable contributions, they do not qualify as accomplishments for reductions in teaching based on research productivity: course packets, self-published books, manuals, or supplemental readings; published book reviews; non peer-reviewed abstracts or articles; reprints, revisions, or updates of previously published materials; newspaper or newsletter articles or letters to the editor; accomplishments that are not affiliated with the University of Massachusetts Lowell.

**Exceptions:** Newly hired tenure-track faculty members in the Kennedy College of Sciences are normally offered course reductions as part of their initial startup conditions to encourage research productivity and the acquisition of external funding. These reductions are negotiated on a case-by-case basis with the approval of the Dean. In general, newly hired faculty are given three (3) course reductions in the first year (for tenure track and tenured faculty) and two (2) course reductions per year thereafter until tenure application (for tenure track faculty). These faculty members are also eligible for additional course reductions for research activity as described above. As a result of these reduced teaching loads, pre-tenure sabbatical leave is not available for non-tenured, tenure-track faculty in the Kennedy College of Sciences.

In addition, there are provisions in the MSP Lowell Contract for reductions in course load for non-compensated Major University Service such as Chairs (Art. XVII.K). While all faculty members are expected to contribute ~20% of their time to service to their Department, College, the University and their profession, provisions in workload can be made based on exceptional service that requires more than 20% of a faculty member's professional time. For instance, faculty members appointed directors of a University approved research center are eligible to receive up to one (1) course reduction per semester **provided that the teaching load of the said faculty meets the minimum teaching requirements defined in Article XVI Section G.2 of the MSP contract.**

The MSP Lowell contract also has provisions for Workload Buyout (Art. XVI.H.2.d) at a rate of 1/6th academic year salary per three-credit course from externally funded grants or grant overhead, up to a maximum of \$15,000. Course load reductions below three courses per year require either a course buyout at 1/6th annual academic salary per course or approval by the Provost for projects or initiatives of significant strategic priority to the University. In all cases, course reductions for major service, research productivity, or individual course buyout cannot be combined to reduce teaching load below the minimum teaching load, three credit hours per semester, as set by MSP Lowell Contract (Art. XVI Section G.2).

### **III. Application, Recommendation, and Decision Processes for Research-based Teaching Load Reduction**

**A. Application:** Faculty members submit their application to their Department Chair. If the Department Chair is applying for a reduction in teaching based on these guidelines, the Chair applies directly to the Dean. To apply, faculty members need to submit their research plan, curriculum vita and proposed teaching plan to the Department Chair by the first Monday in November. The plan must identify specific actions with measureable goals that will be taken by the faculty member during the current and subsequent year that demonstrate involvement in conducting research.

**B. Recommendation by Department Chair to Dean:** The Department Chair makes a recommendation to the Dean regarding faculty members qualifying for Research Active, Research Productive and Research Intensive status and whether submitted evidence of productivity meets the criteria as specified in these workload guidelines. The Department Chair notifies the Dean and the faculty member in writing by the third Monday in November specifying positive or negative recommendation including rationale for the various levels of Research status. The Department Chair provides the Dean with a copy of all materials submitted with the application.

**C. Dean's Decisions:** The Dean, after reviewing recommendations from the Chair, makes decisions regarding course reductions. The Chair and faculty member are informed of decisions by the second Monday in December. The Provost will review all approvals annually to ensure equity in workloads across the University.

**D. Appeal:** To appeal a workload assignment, the unit member first appeals to the Chair, then (as necessary) the Dean, and then the Provost. Workload assignment issues that are not resolved by this process can be grieved in accordance with the MSP Lowell Contract, Art. XVI.

Workload agreements will be reviewed by the College, the Provost's Office, and the MSP after three years to evaluate these agreements.

October 2016 – Revised September 2017

<sup>1</sup>Throughout this document, one (1) course is equivalent to three (3) credit hours.

<sup>2</sup>The median expenditure for the Fiscal Year 2020-2021 was \$122,665