

December 23, 2015

## **Workload Guidelines for Lecturer Faculty Leading to Excellence at UNH Manchester**

The policies governing lecturer faculty workload include the Policy Regarding Faculty Workloads at UNH (Appendix) and the UNHLU Collective Bargaining Agreement. The following guidelines for current and future lecturer faculty appointments supplement rather than supersede these overarching documents in providing UNH Manchester department chairs with a set of guidelines for the appointment and management of lecturer faculty employees hired by the College primarily to provide instructional activities.

These guidelines recognize the varied needs within and across our programs while maintaining equivalent workload expectations throughout the College that are consistent with the UNHLU Collective Bargaining Agreement and with institutional norms. These guidelines shall also be applied to current or future joint appointments with other entities in terms of percentage of time paid for by the College.

The chairs have responsibility to help direct College and University resources toward delivery of excellent instructional programs having optimal student capacity by allocating personnel and related resources as effectively and efficiently as feasible. The chairs have latitude, subject to the Dean's approval, in determining an equitable workload for individual faculty members in unusual circumstances or in response to unforeseen opportunities that nonetheless maintains the underlying intent of the document.

UNH lecturer faculty appointments consist of a mix of Teaching, Professional & Service Activities (PSA), and Substantive Administrative Service (SAS). Each of these are assigned or approved by the chair, in consultation with each lecturer in the chair's department, and are subject to the Dean's approval. Once defined, approved workload activities will be communicated by the chair to both the lecturer and the Dean before the start of each semester. PSA/SAS loads are subject to modification during the semester, upon agreement between the lecturer, chair, and Dean, should a new PSA/SAS opportunity arise. If such an opportunity creates a heavier workload than the lecturer's appointment would allow, the workload imbalance can be corrected in the subsequent semester. PSA and SAS activities outside those assigned and approved by the chair and approved by the Dean, but carried out at the faculty member's own volition, do not fulfill UNH Manchester workload requirements. A unit of PSA/SAS is defined in the Collective Bargaining Agreement as "the time, energy, and actions it takes to teach one standard 3- or 4-credit class." A committee of lecturers and UNH Manchester chairs will work to create a normative understanding of a unit of PSA/SAS. Compensation for courses taught with College approval during the summer and J terms is based on the UNHLU faculty summer rate schedule.

Lecturer faculty do not have responsibility to undertake research during the academic year, and therefore research is not an assigned workload component. At UNH Manchester lecturer faculty may advise professional graduate students.

## **Workload and Appointment Full Time Equivalent (FTE):**

At UNH Manchester, a 1.0 FTE AY appointment generally corresponds to teaching a minimum of six units (a maximum of 24 credits or equivalent) per academic year, plus one unit of PSA and one unit of SAS. In some cases this may be seven units (a maximum of 28 credits or equivalent) of teaching plus one unit of PSA.

At UNH Manchester, an 88% FTE AY appointment generally corresponds to teaching a minimum of six units (a maximum of 24 credits or equivalent) per academic year, plus one unit of PSA.

In some cases one unit of SAS may be substituted for one unit of teaching.

At UNH Manchester, a 75% FTE AY appointment generally corresponds to teaching a minimum of six units (a maximum of 24 credits or equivalent) per academic year, or five units (a maximum of 20 credits or equivalent) plus one unit of PSA.

### **Unit Equivalence of PSA and SAS Activities:**

At UNH Manchester, the following are considered as examples of activities that constitute a partial unit of workload. The specific equivalencies are ultimately a decision of the assigning department chair, subject to approval of the Dean. The assigned activities that constitute a unit are expected to be equitable for individual faculty members across the departments, in consideration of the full workload assignment. Lecturer faculty will meet annually with their chair or director to review the portfolio of activities that will meet their PSA and SAS requirement for the year.

#### **Professional and Service Activities (PSA):**

The following are examples of PSA activities. Neither this list, nor the list contained in the CBA, is intended to be exhaustive. The combination of activities that constitute a full unit of PSA will be determined by the chair, subject to approval of the Dean. The aggregate of such activities will equal one or two PSA units, depending on the nature of the appointment.

- Leading an academic program accreditation/reaccreditation process
- Participating in a program accreditation/reaccreditation process
- Substantial curricular development, revision and assessment
- Direction of undergraduate research or theses, field studies, internships, analogous experiential learning activities, and independent study projects
- Writing letters of recommendation for students, as official responsible faculty member
- Maintenance of required professional certifications, certificates, and credentials
- Attending professional workshops such as CETL, FITSI, etc.
- Membership in departmental, College, and University committees
- Attending department and/or program meetings
- Serving on the Lecturers Council, Faculty Senate, Executive Committee of UNHLU-AAUP, Negotiating Team, and similar UNHLU activities

#### **Substantive Administrative Service (SAS):**

The following are examples of SAS activities. The combination of activities that constitute a full unit of SAS will be determined by the chair or director, subject to approval of the Dean.

- Formal advising of undergraduate student majors
- Coordinating an undergraduate or professional graduate academic program
- Faculty advising of an official student organization
- Coordinating conferences and special events

### **Faculty Workload Evaluation and Implementation:**

As stated in the overarching UNH faculty workload document (Appendix, below), “A course, as referenced above, is one that meets for an entire semester, carries three or four credits [note: generally 4 credits per UNH Manchester convention], is the responsibility of a single instructor, and enrolls a minimum number of students as determined by course level and College policy. Multiple sections that meet at the same time and are taught by the same instructor count as one course.” Therefore, UNH Manchester courses carrying 2 credits are generally equivalent to 0.5 teaching unit.

The University explicitly recognizes that there are and will continue to be a significant range of differences with respect to the amount of work that comprises a course unit between academic fields and departments/units, as well as among courses within academic fields and units. In evaluating appropriate equitability among UNH Manchester faculty members, primary attention will necessarily be directed to ensuring a balanced workload, rather than an emphasis on equivalence among each of the discrete units that constitute individual workloads. The norms and practices for tenured faculty within the College apply also to our lecturer faculty members in the assignment of reasonable workloads as scaled to individual appointments and areas of responsibility. This includes comparable ranges in Teaching, PSA and SAS assignments as scaled to proportion of workload.

The chairs evaluate and assign lecturer faculty workloads annually based on updated unit and College needs. Once approved by the Dean, these become effective at the beginning of the ensuing academic year. The chairs, director and Dean reserve the right to change workload assignments and will inform lecturer faculty of such changes in duties a minimum of six weeks in advance (Section 7.2 UNHLU CBA). This schedule provides ability for the units to accommodate changes in instructional needs and personnel availability.

This document will be reviewed in February 2017 for possible revision.

## **Appendix**

### **Policy Regarding Faculty Workloads at UNH**

Adopted by Dean's Council, November 13, 1991

Affirmed with minor edits, June 18, 2013

A full-time, tenured or tenure-track faculty member's professional duties and responsibilities include teaching and advising students, engaging in scholarship, and contributing to the University, the profession, and the public through service activities. The responsibilities of part-time and non-tenure track faculty vary widely depending upon the needs of the department and the College or School, but also include some selective combination of teaching, scholarship and/or service activities.

While these professional areas of teaching, scholarship and service are consistent with the academic traditions at UNH, delineating them here presents some complications. First, the relative amount of effort, time and actions devoted to any one of these areas will vary considerably from faculty member to faculty member and from unit to unit, depending upon the person's special talents and the institution's special needs. Second, some professional activities engaged in by faculty defy any such simple classification scheme. Even with these reservations in mind, though, the three activities of teaching, research and service describe the essence of faculty work.

This document presents the University's policy with regard to faculty involvement in these activities. This policy will serve as a reference in describing and justifying individual workloads both to colleagues within the University as well as to various interested parties outside the University. It will also serve as a standard with which to orient new members of our academic community, as a warrant to use in arguments asserting a department's or an individual's extraordinary contributions, and as a norm with which to hold ourselves accountable.

### **Policy Statement**

The nature of higher education makes it impossible to define the faculty's workload in standard, personnel policy terms like hours-per-day or days-per-week. Studies show that university faculty work for longer periods of time than the typical U.S. work week, and that they work a variety of schedules that do not fit the national norm.

Therefore, it is useful to think of a full workload for faculty in terms of units of work. At UNH, a full workload is eight units per academic year. The definition of a "unit" is associated with the time, energy, and actions it takes to teach one course. Thus, every full-time faculty member, tenured and non-tenured, is expected to work at a level equivalent to what would be required to teach eight courses during the academic year. Part-time faculty appointments will be made proportionately on this basis as well.

A course, as referenced above, is one that meets for an entire semester, carries three or four credits, is the responsibility of a single instructor, and enrolls a minimum number of students as determined by course level and College policy. Multiple sections that meet at the same time and are taught by the same instructor count as one course.

How the eight units of faculty workload are apportioned among teaching, scholarship, and service or engagement responsibilities will depend upon the nature of the faculty appointment, the abilities of the faculty member, and the needs of the University, the College or School, and the department.

Tenure-track faculty will carry some responsibilities in each area, while lecturers, and clinical, research and extension faculty will have apportioned responsibilities in keeping with the nature of these specialized positions. Faculty with special administrative assignments or service responsibilities (e.g. Department Chairs) will devote more units to service and fewer to scholarship and teaching.

The Dean has full authority and ultimate responsibility for determining faculty workloads in his/her College or School. This includes specifying the total amount of work that is expected of a faculty member, determining equivalencies for various activities (e.g., teaching independent studies, laboratory sections, variable credit courses or team teaching), and deciding the appropriate relative weights for teaching, scholarship, and service activities in the faculty member's assigned workload.