



DETERMINING FACULTY WORKLOADS

Policy No. 02.07

Effective date: Fall 2015

Tennessee State University obligates all faculty members for service of no less than 37.5 hours per week on behalf of the University on- and off- campus. During the regular fall and spring semesters a minimum of 30 of these hours, including class hours, must be scheduled each week on campus or official educational sites. Academic year appointments include no obligation for or guarantee of summer session employment. All faculty workloads are submitted to the Office of the Provost and subject to approval by the Provost.

Policies regarding hours during which faculty members are available for conferences with students will be set within individual departments in consultation with the department chair. Faculty members are expected to establish, publicize, and maintain scheduled office hours during which they are available to students for conferences and special instruction. Each faculty member is expected to maintain an adequate number of such hours in addition to the regular teaching load and other working hours and to post the scheduled conference hours. Office hours policies are applicable for faculty when teaching in the summer session as well as the regular academic year.

For the purpose of determining faculty workloads, TSU policy defines a full faculty load as 15 credit hours of undergraduate teaching per semester, or the equivalent, or 12 credit hours of graduate teaching per semester, or the equivalent. University faculty usually carry 12 credit hours of undergraduate or 9 credit hours of graduate teaching with 3 credit hours of equivalency for other activities for which faculty are responsible including advising, administration, research/creative activity, institutional/public service or other professional service associated with the profession. If in some cases a full-time faculty member does not provide services that

justify the granting of any approved reassigned time from teaching, then that person is required to carry 15 hours of undergraduate or 12 hours of graduate instruction in keeping with the terms of the governing board's policy on faculty workloads. All workloads must be approved by the Provost.

The following guidelines are designed to permit the department chair the highest practicable degree of flexibility in making faculty workload assignments. Workload assignments should be determined by the department chair and discussed with each faculty member individually. Assignment of non-teaching responsibilities and workloads exceeding 15 credit hours, or the equivalent, is subject to the approval of the college dean and Provost.

I. Instruction (Part A of Faculty Workload Report - (Banner Generated Form)

A. Typical Undergraduate Course

A typical undergraduate three-hour course will normally constitute 20% of a faculty member's workload of 15 credits, or the equivalent. It would not exceed 20% except as specifically permitted within the following guidelines.

Preparations in excess of three regular academic courses per term are strongly discouraged. A faculty member engaged in an active institutional service or research program and teaching courses with which he/she is quite familiar through repetition may request a workload adjustment to reflect more active involvement in the non-teaching activity. The department chair may accommodate this request, but not by more than 25% of the workload value of the course. For example, the credit for a typical three-hour course may not be adjusted lower than 2.25 hours. On the other hand, the chair may acknowledge courses requiring a high degree of individual instruction, preparation of courses being taught for the first time, or other instructional duties which require a more than average amount of effort by assigning additional credit. Not more than 40% of the value of the course may be assigned.

B. Graduate Courses

The department chair may assign a one-course load reduction for a graduate faculty member teaching one or more graduate (5000/6000 level) courses. The department chair may assign a two-course load reduction for a graduate faculty member teaching one or more graduate (7000/8000 level) courses.

C. Honors Courses

The department chair may assign up to 1.25 times the credit of an honors course.

D. Courses with Contact Hours in Excess of Credit Hours

For courses in which contact hours are greater than credit hours, such as lab, nursing clinical, physical education activity, and studio courses, additional credit may be awarded when it can be demonstrated by the department chair that additional contact hours truly require greater effort on the part of the faculty member.

E. Classes with High Enrollment

Setting quantitative cut points at the University level to determine when a faculty member gets additional credit for a course with high enrollment is fraught with potential unfairness. Since the teaching of a large enrollment class may require increased faculty time and effort, depending on pedagogical methods employed, the department chair may recommend to the dean additional credit for such teaching, weighing such variables as additional preparation required, increased numbers of papers to be read, outside of class assistance provided to students, as well as the amount of assistance available from TA's or other staff. Where additional credit is warranted, factors greater than one may be used as multipliers. The dean may establish college parameters for approving these adjustments.

F. Off-Campus Courses (non-TSU campuses)

The time involved in driving to and from off-campus sites, transporting supporting library

materials and audio-visual aids, and counseling students may add appreciably to the normal workload of teaching the course on-campus. If the distance traveled and other conditions attending the delivery of an off-campus course justify it, the department chair may award up to a maximum of 1.25 times the credit of the course.

G. Classes with Less than Minimum Enrollment

If a department chair is authorized to offer a course which has enrolled fewer than the minimum number of students normally required the workload credit which he/she awards may be adjusted.

H. Student Teaching Supervision and Professional Counseling Program

A faculty member assigned to supervise teacher candidates in Residency 1 and Residency 2 (Student Teaching) is allowed to receive a maximum of 0.5 credit hours for each candidate assigned. Thus, supervision of six teacher candidates would be equivalent to a three credit hour assignment. Likewise, for the Professional School Counseling Program, a faculty member is allowed to receive a maximum of 0.5 credit hours of faculty load for each counseling practicum or internship student supervised.

I. Problems Courses, Practica, Independent Study, Cooperative Education, Service Learning, and Intern Supervision

Courses which do not lend themselves to traditional classroom or laboratory methods but which must be taught in an individual, tutorial or consultative manner are credited to the faculty member on the basis of 0.25 credit for each student credit hour, except as indicated elsewhere in this document.

J. Social Work Field Experience Program

1. The Field Coordinator of the BSW Program has 25% reassigned time for field coordination activities (1 course release).
2. MSW Workload: 1 faculty member assigned to the MSW field component, 1 course reassigned time for administration of field - any faculty can be assigned a field section as part of their teaching load.

K. Workload allocation to faculty in the College of Engineering

Workload assignment to faculty is completed by the department chairperson, and is subsequently approved by the dean. The engineering curriculum requires extensive student contact in the classroom, laboratory, and through personal consultation and advisement with required senior projects. The following policies recognized the faculty hours associated with instruction and course advisement, and should be allocated and/or converted to promote student learning, recognize the faculty hours, and meet the needs of the academic department in overall faculty allocation. Unless otherwise stated, workload hours will follow the faculty policies of the Office of the Provost.

a. Courses with Contact Hours in Excess of Credit Hours

For courses in which contact hours are greater than credit hours, such as lab, seminars, or project-oriented courses, additional credit may be awarded/converted when it can be demonstrated by the department chair that additional contact hours truly require greater effort on the part of the faculty member.

To adjust and convert the credit hour load of a faculty teaching such a course, the number of contact hours in excess of the credit hours may be multiplied by a factor of 0.5, and then added to the credit hour value of the course. For example, a three-credit (3) hour lab/studio/project course meets for six (6) contact hours each week. The three additional contact hours exceeding credit hours may be multiplied by a factor of 0.5, and then added to the credit hour value of the course as shown below:

$$6 \text{ Contact Hrs.} - 3 \text{ Credit Hrs.} = 3 \text{ Excess Hrs.} \times 0.5 \text{ Factor} = 1.5 + 3 \text{ Cr. Hr.}$$

= 4.5 Converted Credit Hours

b. Workload hours provided for research, committees, and advising

Faculty are assumed to have in-load hours for service on internal and external committees, and research activity within the normal 15 workload hours. Extra service compensation is not permitted for providing normal in-load hours for department and college committee service activities. Approval of extra service compensation must be approved by the chairperson, dean, and academic affairs prior to the activity. Faculty are permitted up to a maximum of 3 hours for un-funded research activity, and must be justified and approved by the dean. Any research activity above these workload hours must be justified by funding. Faculty are generally awarded 1 credit hour workload for 30 advisees.

c. Thesis/Dissertation and Project Supervision

Credit for supervising a significant number of graduate student theses or dissertations or undergraduate research/honor's theses may be granted to a faculty member only if he/she has been assigned official responsibility by the department chair. For thesis and dissertation supervision, a faculty member may be credited on the basis of 0.1 credit for each student contact hour. This allocation is acceptable for assigning faculty workload for senior projects, independent study, and other similar activities at the discretion of the department chair. Faculty workload must then be approved by the dean.

L. Dental Hygiene, Nursing, Speech Pathology and Audiology, and HPSS/HPER:

1. Nursing Clinics involve groups of no more than 6 students (mandated by Hospital Partners), with the instructor receiving 1.0 teaching workload credits for each 1.0 contact hour.
2. Nursing Lab instructor receiving 1.0 teaching workload credits for every 2 contact hours.
3. Dental Hygiene clinics involve groups of no more than 6 students, Dental Labs involve groups no more than 12 students (mandated by CODA), with the instructor receiving .75 teaching workload credits for each 1.0 contact hour. Example: 8 weekly contact hours X .75 = 6 teaching workload credits.

4. Speech Pathology Clinic
 - a. Undergraduate Speech Pathology and Audiology clinics involve groups of no more than 6 students, (mandated by ASHA), with the instructor receiving .75 teaching workload credits for each 1.0 contact hour.
 - b. Graduate Speech Pathology and Audiology clinics involve groups of no more than 4 students, (mandated by ASHA), with the instructor receiving 1.0 teaching workload credits for each 1.0 contact hour.
5. HPER Activity courses (Physical Education Activity) For physical activity courses that meet for more contact hours than credit hours, the workload credit is calculated by adding the number of semester credit hours to the number of contact hours and then dividing that sum by two (2) yielding the number of teaching workload credits for the instructor. Example: $(1 + 2) / 2 = 1.5$

M. Private Instruction in Music/Class Instruction of Instruments/Jazz Combos

1. Applied Music is taught individually and in groups:
 - c. Individual instruction uses an adjusted workload for one-to-one Applied Music that carries one credit hour and is calculated at .6/student
 - d. Group Applied Music classes carry an adjusted workload that is based upon student contact.
 - i. Proficiency Piano, Guitar for non-majors, Piano for non-majors classes, each one credit hour, meet twice per week for one hour, therefore adjusted workload for these classes is two credit hours.
 - ii. Non-major applied music classes (e.g., Brass Class for Non-majors, Woodwind Class for Non-majors, Percussion Class for Non-majors, etc.), one credit hour, meet once per week for one hour; there is no adjustment made to workload.

2. Junior and Senior recital courses, zero credit, are overseen by a single faculty member. For every three students enrolled, one workload hour is applied, up to a maximum of three workload hours.
3. Performance Seminar and Commercial Styles Seminar (weekly recital) classes, zero credit, are each overseen by a different faculty member and are each calculated as two workload classes.
4. Freshmen Aural Skills laboratory classes, one credit hour, meet twice per week for one hour and carry two workload hours.
5. Sophomore level Music Theory classes, three credit hours each and having the Aural Skills component rolled into the content, meet four times per week and carry four workload hours.
6. Techniques classes for Music majors (e.g., Vocal Techniques for Instrumentalists, Woodwind Techniques, Brass Techniques, Percussion Techniques, String Techniques, Piano Accompanying, etc.), each 1 credit hour, meet twice per week for one hour and carry adjusted workload of two hours.
7. Ensembles are laboratory classes that fall into two categories: major ensembles and secondary ensembles. Both are part of NASM accreditation standards. Most ensembles have upper division, lower division, and zero-credit enrollment options that meet simultaneously and are considered to be a combined, single class for purposes of workload and compensation calculations.
 - a. Major Ensembles:
 - i. Marching Band, one credit hour, is the largest ensemble (200+ students), has the greatest amount of student contact commitment, has the largest staffing requirements, and reflects the greatest number of workload hours of any ensemble.
 1. Head Director(s) receive up to six hours of release time year-round for their work with Marching Band.

2. Assistant Directors receive up to six hours of release time in the Fall semester for their work with Marching Band and up to three hours in the Spring semester.
 3. Other staffing (e.g., Dance Team Coordinator, Drum Major Coach, etc.) are compensated per specific, separate contracts.
 - ii. Wind Ensemble, Symphonic Band, Concert Band, University Choir and Orchestra, each one credit hour, carry adjusted workload that matches weekly student contact—four hours per course.
 - iii. Commercial Music Ensemble and Meistersingers, each one credit hour carry adjusted workload that matches weekly student contact—three hours per course.
- b. Secondary Ensembles (e.g., Jazz ensembles, combos, Pep Band, like-instrument ensembles, small mixed-instrument ensembles, etc.):
- i. Jazz Band (big band), one credit hour, carries adjusted workload that matches weekly student contact—three hours per course.
 - ii. Jazz Combo, one credit hour, carries adjusted workload that matches weekly student contact—two hours per course.
 - iii. All other secondary ensembles, one credit hour, are calculated as one hour of workload.
- c. Opera Workshop, the production course for the annual opera/musical theater production, carries three hours of academic credit and workload. For large productions, up to three additional hours of workload may be awarded, as determined by the department chair.

N. Instructional Improvement Implementation

Efforts to improve an individual faculty member's courses and/or teaching methodology are considered to be a part of one's normal teaching assignment. A faculty member assigned the task of developing a new academic program, or experimenting with new pedagogies or technologies to be officially adopted by the department may be given a workload assignment of up to a three (3) credit hour equivalency during the first semester of piloting the newly developed pedagogy or technology. Greater workload assignment must have the approval of the dean.

O. Thesis/Dissertation Supervision

Credit for supervising a significant number of graduate student theses or dissertations or undergraduate research/honor's theses may be granted to a faculty member only if he/she has been assigned official responsibility by the department chair. For thesis and dissertation chairing, a faculty member may be credited on the basis of 0.25 credit for each student credit hour. Once a faculty member formally supervises two (2) doctoral dissertations or five (5) master's theses to successful completion, the faculty member will be eligible for a one course release at a future time negotiated with the department chair.

II. Non-Instructional Activities (Part B of Faculty Workload Report - Distribution of Effort

The allocation of faculty time to various non-instructional functions such as advising, administration, research/creative activity, institutional/public service or other professional service should reflect the mission, goals and needs of the institution

In determining the credit hour equivalency for the allocation of faculty time to non-instructional functions, the following clock hour to credit hour conversion should be taken into consideration. The projected equivalency teaching time to be allocated should be determined by estimating the number of clock hours required for the effort/project.

50 clock hours = One credit hour

150 clock hours = Three credit hours

750 clock hours = Fifteen credit hours

It is not necessary to record any activity that is less than .75 credit hours as this implies a precision that is not generally realistic. The designation of alternative professional assignments which are deemed equivalent to all or part of a faculty member's teaching load and approved as a work assignment standing in lieu of it requires the approval of the department chair and is subject to the approval of the college dean.

NOTE: Faculty members receiving unfunded reassigned research time (above and beyond the usual three hours provided faculty in reducing the 15 hour load requirement to 12 hours for advising, administration, research/creative activity, institutional/public service or other professional service associated with the profession) are not eligible to receive teaching overload compensation. Exceptions must be approved by the Office of the Provost prior to the assignment.

A. Academic Advising

Every faculty member recognizes that a certain amount of advising is part of one's work as a teacher. Answering students' questions, listening to their concerns and helping them with their class schedules, degree plans and other problems are complements to the classroom and, thus, parts of the ordinary academic workload. A department chair may award workload credit for this activity if students are officially assigned to a faculty member as active academic advisees, and a plan has been developed and submitted to the department chair for advising and counseling each of these students at least once during the semester. Workload credit may be awarded to a faculty member who is **actively** advising students using the following guideline:

30 advisees/semester = 1 credit hour load

Demonstration of satisfactory advising is required to support the continuation of workload credit for advising.

B. Academic Administration

The workload assignment of a department chair or other faculty for administrative duties will be determined by the college dean and the Provost. Factors to be considered are the size of the department, the departmental budget, the departmental institutional service and research effort (contracts and grants), and whether or not there are other members of the staff carrying part of the administrative load. Chairs may assign official workloads to faculty members for administrative responsibilities in the department (e.g., coordinators of graduate studies, coordinators of freshman English, coordinators of laboratories, etc.). The work assignment must be defensible as something which clearly supports the mission of the University and which cannot be accomplished through other, more economical means.

C. Departmental Research and Creative Activity

Included in this category are pure and applied research, creative writing, artistic productions (plays, operas, concerts, exhibitions, etc.) and other scholarly endeavors related to a faculty member's disciplinary specialty and professional areas of expertise. This research/creative activity does not include such activities as reading and experimentation performed primarily as preparation for teaching, which are defined as a part of Instruction. The workload assignment in any semester will be determined by the department chair and will be based on a qualitative evaluation of a faculty member's past scholarly research productivity and the potential of the proposed work. **The faculty member will make a written progress report each semester on the research/creative activity for which workload assignment has been made.** Copies of scholarly publications, proposals, grant solicitations, significant reviews, critiques, programs, recordings, artistic productions, etc. will be helpful to the department chair as he/she makes an assessment. The continuation of workload assignment for research/creative activity in subsequent semesters will depend upon the extent to which the

research/creative activity is productive and producing tangible results; thus, demonstrating significant return on investment for the institution.

The chair may assign research workloads up to a three (3) credit hour equivalency without other approval for faculty who have externally sponsored research grants that provide Indirect Cost Return, Graduate Assistantships, UG student support, materials & supply costs, and travel funds (i.e. Costs which are typically the responsibility of the institution) Research workloads greater than this will require prior approval of the dean. and up to 1 credit hour for full-time tenure track or tenured faculty actively working on unsponsored research, research proposals and publications. Full-time tenure track or tenured faculty may charge external sponsoring agencies for buy-out time equivalent to 25% of their workload time (which equals one course) up to 100% of their total time equivalency. Research workloads greater than this will require prior approval of the dean. Research workloads greater than a six (6) credit hour equivalency will require prior approval of the Office of the Provost.

D. Institutional/Public Service – Activities External to the University

Workload assignments for institutional service can be made only when such service is an accepted responsibility of the University. Workload assignments may include (but are not limited to) work with professional associations related to the department, governmental agencies, public schools, business and industrial organizations, health services, etc. Workload assignments may not include membership in or ordinary personal involvement with professional organizations not related to the department, civic clubs, church groups, etc., nor may they include any kind of service for which extra compensation is paid the faculty member. The workload assignment in any semester will be determined by the department chair and will be based on a qualitative evaluation of a faculty member's past productivity and the potential of the proposed work. **The faculty member will make a written progress report each semester on the institutional/public service for which workload assignment has been made.** Copies of

significant reviews, critiques, etc., will be helpful to the department chair as he/she makes an assessment. The continuation of workload assignment for institutional/public service in subsequent semesters will depend upon the extent to which the service is productive. If the department chair agrees that a faculty member's service to a recognized group is an accepted responsibility of the University, a workload assignment up to a three (3) credit hour equivalency can be made without other approval. Granting of greater workload assignments will require the prior approval of the dean. Institutional service workloads greater than a six (6) credit hour equivalency will require prior approval by the Office of the University Provost. Non-credit instruction may constitute a portion of a faculty member's assigned workload in this category provided the faculty member does not receive extra compensation for this instruction.

E. Other Professional Activities

1. Instructional Improvement. Efforts to improve an individual faculty member's courses and/or teaching methodology are considered to be a part of one's normal teaching assignment. A faculty member assigned the task of developing a new academic program, or experimenting with new pedagogies or technologies with a view toward departmental implementation may be given a workload assignment of up to a three (3) credit hour equivalency at the discretion of the chair. The faculty member is responsible for providing an executive summary describing the new pedagogies, instructional strategies, or technologies being designed and developed. Credit for the implementation of this work may be awarded (See item I. K.).

2. Committee Work or University Activities. Faculty participation in the work of committees is generally recognized as the appropriate mechanism through which faculty contribute to the decision-making processes of the university. While the value of collective faculty participation in committee work can hardly be overstated, individual participation varies widely from one committee to another depending on the work

scheduled by the committee and the level of interest of a given faculty member.

Workload credit is limited to the presidency of the Faculty Senate (9 credit hours), secretary of the Faculty Senate (3 credit hours), membership on the Liaison Committee (.75 credit hours), and membership on other university committees (applying a standard of .75 credit hour equivalency workload credit for total time devoted to all committee work that averages two hours per week). Faculty members devoting an inordinate amount of time to official university activities (e.g., band, theatre, debate, etc.) may be given workload assignments by the department chair. Faculty members working with student groups, which relate to the department or discipline, in an advisory or supervisory capacity, may also be included in this category.

Add to these uncertainties the realization that the chair must annually evaluate the performance of faculty in each workload assignment. The variation in level of activity among committees and the variations in individual participation of a committee have led to the conclusion that the desired degree of consistency in awarding credit for committee work is not likely to be achieved. The difficulty of developing criteria and procedures for evaluating individual performance on committees and the tedium of applying evaluation procedures to workload percentages of the low order of magnitude expected for committee assignment have led to a similar conclusion regarding the subsequent evaluation of faculty performance on committees.

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