

**HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT  
DEPARTMENT FACULTY WORKLOAD POLICY  
December 19, 2003**

**I. INTRODUCTION**

The Department of Hotel, Restaurant and Institutional Management provides a diverse curriculum in a variety of instructional formats (e.g., lecture, lecture/laboratory, and distance learning).

To achieve the goals of the department, each faculty member who is eligible for promotion is expected to contribute to teaching, service, and research/creative/scholarly activities. The distribution of faculty workloads will encompass all three areas, but may vary from faculty member to faculty member, depending on the needs of the department and the interests of faculty members. Workloads are generated through proposals from the faculty and are then approved by the Chairperson. The responsibility of the Chairperson is to ensure that the department's total workload is distributed equitably, taking into account the various needs of the department, its students, and its faculty.

An individual's workload will be assigned with the expectation that the faculty member will have the opportunity to meet the criteria for promotion and satisfactory peer review. The concept of balance among the three categories of teaching, research, and service is of utmost importance and will characterize the expectations of the chair and faculty member in negotiating the workload.

The Department of Hotel, Restaurant and Institutional Management has two primary types of faculty. Each contributes to the goals and mission of the unit. They include: tenure track faculty and clinical faculty.

**A. Typical Workload for a Tenure-Track Faculty Member**

1. Faculty holding tenure-track positions are expected to perform the activities enumerated in the Department's Promotion and Tenure document. This document specifies the standard criteria for appointment of tenure-track faculty and promotion to Associate and Full professor.
2. Tenure-track faculty members typically teach 6 credit contact hours per week each semester (generally, this equals 2 (3 credit) courses each semester). Faculty members also provide academic and career advisement to both undergraduate and graduate students. Credit contact hours for all of these activities are defined in the Collective Bargaining Agreement. This equates to approximately 50% of workload for tenure-track faculty.
3. Tenure-track faculty members are expected to conduct an active program of research and/or creative scholarship. Generally scholarship constitutes

approximately 30% of a workload for tenure-track faculty. The approved HRIM P&T document describes the kind of activities which constitute research and scholarship.

4. Active engagement in department and/or college and/or university service is also expected. Service may also involve working with professional associations and/or government/community agencies that draw upon professional expertise. Generally this constitutes approximately 20 % of workload for tenure-track faculty.

B. Typical Workload for a Clinical Faculty member.

1. A clinical faculty member is a non-tenure track faculty member who has a workload assignment that may differentiate him or her from a tenure-track faculty member.
2. Faculty on non-administered (100 percent teaching assignment) workloads on 9+2 or an 11-month appointments would be expected to teach 30 credit-contact hours per week per year. This is based upon the fact that a full time teaching load for 9-month academic year faculty is 24 credit-contact hours per week for the academic year. Thus 3 credit contact hours per week for each of the summer sessions would give 6 credit- contact hours for the 2-month summer period for a total of 30 credit-contact hours per week per year. The teaching load obligation can of course be reduced for those faculty on an administered workload for research and service during the academic year and for the academic year plus the two-month summer period depending upon the nature of the faculty appointment. The workload assignment for a newly appointed non-tenure track clinical faculty member is specified in his/her letter of appointment and is subsequently reflected as a percentage ratio of teaching, research, service, and administrative responsibilities in the individual workload plan. All clinical faculty members will work with the chair to develop annually, individual workload plans that reflect a mutually agreed upon ratio of teaching, research, service, and administrative activities.
3. A percentage for teaching, research (where appropriate), service, and administrative activities will be allocated similar to section A above (for tenure track faculty). For example, a 75% teaching load will equate to teaching 9 credit contact hours per week per semester. The percentage of remaining time dedicated to research, service and administrative assignments will also be defined.

C. Assignments will be balanced between semesters and from year to year.

- D. While teaching assignments will reflect faculty preference and expertise as much as possible, the chair is responsible for ensuring that the needs of the department are met.

## II. General Rules

- A. Faculty types and individual workloads vary and as such, the practice of administered workloads is fully expected. Administration of workload is a function of many factors including the requirements of different faculty positions (e.g. tenure-track/non-tenure track faculty, clinical faculty), variations in workload due to such things as additional student supervision, e.g. thesis and dissertations, administrative assignments, buyouts for research, release time for other significant activities, and individual factors such as the faculty member's strengths and area of professional emphasis.
- B. Administered workload is one in which the department chair, in accordance with the Collective Bargaining Agreement and, in consultation with the faculty member, makes teaching assignments and arrangements for appropriate service/administrative activities, and/or directly or indirectly supports the scholarly effort of a faculty member such that the Department's mission is advanced and the individual faculty member meaningfully contributes to that mission. As such, the annual workload planning session between the department chair and each member of the faculty is a vital part of this process. It is fully expected, however, that the annual planning process can, and frequently may, be amended depending upon changing assignments and other circumstances in the unit. Such changes to workload will be agreed upon between the department chair and each faculty member in writing.
- C. Credit for schedule laboratory, field or clinical instruction and individual instruction, individual special problems, theses and dissertations shall be counted as specified in Article II.9, footnote 3 of the Collective Bargaining Agreement.
- D. In addition to agreed-upon workload, all members of the Department of HRIM, regardless of position or rank, must meet general University expectations for faculty. These expectations include participation in and contributions to: regularly scheduled undergraduate and/or graduate instruction; advisement, mentoring and academic supervision of students; faculty governance and the development and effective conduct of the academic program as defined by departmental and college bylaws; other responsibilities expected of all faculty on the basis of approved departmental and college bylaws or as set forth by the College or University Faculty Senate or as otherwise stipulated in University Policy.
- E. All faculty members in the department are normally expected to share in the teaching of both graduate and undergraduate courses. Nonetheless faculty teaching assignments are made with due consideration to each faculty member's overall workload, individual strengths and development.

### **III. VARIATIONS IN USUAL TEACHING LOADS**

- A. Course reductions may be made for a faculty member who:
1. Has specific administrative or leadership responsibilities (e.g. the position of Associate Chair/Undergraduate Coordinator comes with a one 3 credit course release per semester; the position of Graduate Coordinator comes with one 3 credit course release per academic year; other significant administrative positions can also result in release time and are identified and agreed upon through the annual workload planning process).
  2. Has a substantial portion of his/her salary released through grants, contracts or other sources of external funding as governed by the CHEP buyout policy.
  3. Has special appointments defined in his/her contracts or by special arrangement, or time-limited assignments with course release funds from non-department sources governed by the CHEP buyout policy.
  4. Is newly appointed at the Assistant Professor level or below. A one-course reduction in the first semester of appointment will be offered.
- B. Except by mutual agreement, the teaching and advisement portion of each individual's workload will not average in excess of 12 credit-contact hours or in excess of 18 teaching contact hours per week per semester for the academic year. Credit-contact hour equivalents for various teaching and advisement activities are defined in the Collective Bargaining Agreement.
- C. Within the limits specified in the Collective Bargaining Agreement, a faculty member may, with approval of the Chairperson, voluntarily elect an increased teaching load with correspondingly decreased expectations regarding other portions of the workload.

Within the limits specified in Section II-B and by mutual agreement, a faculty member may be assigned a temporarily increased teaching and advising load to ensure that students can meet curriculum requirements in a timely manner, with correspondingly decreased expectations regarding other portions of the workload.

### **IV. OTHER WORKLOAD CONSIDERATIONS**

- A. Faculty members and the chairperson will develop annual workload plans on an administered basis that best serve the department and each faculty member. Therefore, in any semester, teaching duties of individual faculty members may vary within the department to permit variations in emphasis on research/creative activities and other aspects of individual workloads, provided the total teaching and scholarly needs of the faculty member and the department are met.

- B. In the event that a faculty member receives in two consecutive annual reviews an unsatisfactory rating (3 or less) in satisfying the teaching, scholarship, or service expectations that were mutually agreed upon in the individual's workload assignment, the chairperson may redistribute the individual's workload requirements. Under conditions in which a faculty member is consistently not fulfilling their expected workload obligations, other duties may be assigned and workload adjustments can be made. For example, if a faculty member's research activity falls below expectations on the annual faculty appraisal for three consecutive years, the faculty member may be assigned additional teaching or service tasks by the department chair (e.g. an increase from 2 to 3 courses per semester). Efforts will be made to capitalize on an individual faculty member's strengths in teaching and service in re-developing the workload assignment.. However, in no case will any single annual adjustment exceed 25% of the total workload. Such changes can be instituted until the member's activity in a given area is judged to meet expectations on the annual appraisal.
- C. Consistent with practices specified in the Faculty Handbook, faculty may choose the summer research option. Faculty members on a 9-month academic year appointment have the opportunity to request that performance in a summer program of sponsored or unsponsored scholarship and research will be included in the annual faculty evaluation. The request must be made by the faculty member to the department chair on an annual basis during the workload planning process. If the request is granted, the agreement must be documented as part of the individual's workload plan for the subsequent year. If a faculty member's request for a summer research program is approved and included in the workload plan, the revised workload distribution will change increasing the research/scholarship area (see Handbook for Faculty –III. Personnel Policies for Faculty and the Agreement of the Provost and the AAUP Executive Committee dated 5/24/02).
- D. Workload requirements do not include those times when a faculty member receives extra compensation for teaching.
- E. Student curriculum requirements take priority in faculty workload decisions. The offering of winter and summer sessions with voluntary faculty participation should be encouraged when feasible, to increase the options for students in the curriculum.
- F. The faculty is expected to hold regularly scheduled office hours and to meet classes during the regularly scheduled class periods.
- G. The faculty will be on campus as required by their workload.
- H. The role of faculty in providing academic and career advisement is critical to the continued success of the department. Distribution of student advisees may

vary from faculty member to faculty member. Advisement of students will be counted as part of the workload as specified in Article II.9, footnote 3, of the Collective Bargaining Agreement.

- I. The Department Chairperson will inform all full-time members of the department of all CEND, summer/winter session courses, all S-Contract regular session courses, and Study-Aboard teaching opportunities well in advance of assignments to these programs and courses. These offerings will be broadly announced and efforts will be made to staff these courses and programs with appropriately qualified full-time members of the department.
- J. Whenever possible, special consideration will be given to new faculty at the Assistant Professor level or below as it relates to the assignment of service duties.
- K. Merit salary increases are to be based on individual performance and determined during the course of the annual faculty appraisal procedure. See Appendix A (Merit Metric). Persons on an approved sabbatical or other approved University program should receive merit consideration.

**V. REVISION OF WORKLOAD POLICIES**

- A. These workload policies will be reassessed every three to five years, or when requested by the Chairperson or a majority of the HRIM departmental faculty.
- B. Major curricular changes or the addition of new centers and programs may necessitate modification of this policy.
- C. Contract changes instituted through the Collective Bargaining Agreement require reassessment of this policy.
- D. Any modification to this workload policy must be approved by a majority of the faculty, and the HRIM chairperson, in accordance with HRIM departmental by-laws, and by the Dean, the AAUP, and the Provost.
- E. This workload policy will be reviewed as part of Academic Program Review or accreditation review as stipulated in the Faculty Handbook.

**Merit Metric**

The standard faculty evaluation form with the 1 to 9 ranking will be used. A weighted average will determine each faculty's comp score. The merit points will then be totaled for all HRIM faculty. This will constitute a cumulative merit score.

For example, for faculty #1-#8, 52.7 is the cumulative merit score. If the merit pool is \$5,640, we would divide this by 52.7, which equals \$107.02 per share. For faculty member #1 (see attached spreadsheet), they would receive \$909.67 (\$107.02 x 8.5),

for faculty member #8 they would receive \$438.78 ( $\$107.02 \times 4.1 = \$438.78$ ). And so on, thus distributing all of the 1% merit pool. For those falling below a “5” score (individual weighted average score), no merit increase will occur. This will therefore not be added to the cumulative merit score. (This will thereby increase the merit “share” value.)