

DEPARTMENT OF CHEMICAL ENGINEERING

University of Delaware

Approved January 23, 2004

Faculty Workload Policy

I. INTRODUCTION

The mission of the Department of Chemical Engineering is to provide high quality education to students at all levels, to perform research leading to the creation, development and organization of new knowledge, and to provide technical service to the community. Our objective is to maintain the quality of our educational teaching and research products at the level of the best in the world. To achieve the goals of the Department, each full-time faculty member is expected to contribute to teaching, service, and research/creative/scholarly activities.

The 2002 Collective Bargaining agreement is hereby incorporated by reference. The workload policy herein shall be administered in a fashion consistent with the terms of the 2002 Collective Bargaining agreement and future agreements which may supercede or replace it.

A. Teaching activities include

1. In class course instruction;
2. Individual teaching of undergraduate and graduate students, such as the supervision of independent study coursework;*
3. Advisement of students in course-related, curriculum-related, and profession-related matters;*
4. Thesis and dissertation advisement toward the award of graduate degrees;*
5. Textbook writing; and,
6. Improvement and development of courses, curricula, instructional methods and materials. [For example, preparing lecture notes to be distributed to students, or in other ways going above and beyond what is usually required in teaching].

* These activities can only be counted as teaching as cited in Article 11.9, Footnote 3 of the Collective Bargaining Agreement.

B. Research activities include:

1. Performing individual and collaborative research and other scholarly activities (such as writing and publishing research monographs and edited books);
2. Supervising and collaborating with undergraduate and graduate students, and postdoctoral associates, in research work;
3. Publishing significant contributions in scientific, technical, and professional journals, presenting results at scholarly meetings, and utilizing other effective methods for the communication of research findings; and,

4. Regularly seeking and receiving external support for research programs.
- C. Service activities include:
1. Contributing on university, college, and department committees and on administrative assignments;
 2. Serving for professional organizations on a local, national, and international level, such as active membership on academies, committees, boards, and conference organizing committees;
 3. Serving as an editor or associate editor for a scientific or professional publication, reviewing books, proposals, and journal papers; and,
 4. Contributing in other activities that serve to promote the mission of the department, such as, but not limited to, as degree accreditation and recruitment of undergraduate and graduate students.
- D. Consulting activity, although important to faculty development, is considered to be a private professional activity. Its effect on the Department should be apparent in enhanced teaching and in research that is pertinent to society's needs. Faculty consulting activities must comply with the University Policy on Consulting.
- E. Faculty workloads will encompass teaching, research, and service, but the distribution of these components may vary from faculty member to faculty member, depending on the needs of the Department and the interests of faculty members. Workloads are generated by consultation between the faculty member and the chairperson. The responsibility of the chairperson is to ensure that the Department's total workload is distributed equitably, both within an academic year and over a period of years, taking into account the needs of the Department, its students, and its faculty.
- F. An individual's workload will be determined 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 chairperson and faculty member in discussions of the assigned workload.

II. ADMINISTERED WORKLOAD POLICY

- A. The total workload for tenure-track faculty is defined by the Collective Bargaining Agreement between the University and the AAUP. The agreement considers a 100% workload as 12 credit hours or 18 teaching contact hours per semester.
- B. The percent of each faculty member's workload devoted to teaching, service, and research may vary because the College adheres to an "administered" workload policy. The policy's two intents are to allow optimal utilization of the skills and contributions of each faculty member in the College, and to ensure each faculty

member's continued scholarly and professional advancement. These two considerations are used by the faculty member and his or her department chairperson to determine the individual's appropriate workload percentages allocated to teaching, research, and service. Priorities are given to meeting of departmental course offering requirements, and to each faculty member's obligation to provide an equivalent total workload as the result of teaching, research, and service activities. It is the chairperson's obligation and prerogative to administer workload allocations to address these priorities.

- C. In determining overall workloads, consideration is typically given to the following activities. This list is not meant to exclude other legitimate justifications for the modification of an individual's workload composition.
1. Time devoted to course and curriculum development. This may constitute a greater portion of the overall workload when it is the first time a course is taught, and is expected to vary from year-to-year depending on the changes made;
 2. Proposal preparation and solicitation of research funds;
 3. Time spent for the active recruitment of undergraduate and graduate students;
 4. Responsibility for specific administrative or leadership activities;
 5. Participation in external activities so as to have an effective voice in national and international science and engineering policy affecting research funding directions, accreditation, and long range plans for the profession through participation in the governance of professional societies;
 6. Participation, on behalf of the department, in important university policy and administrative work;
 7. Salary release through grants, contracts or other sources of funding defined by the College's Buyout Policy; and,
 8. Release time for those who are newly appointed at the Assistant Professor level (normally during the first two semesters of appointment).

All Chemical Engineering faculty are expected to contribute in a significant and continuing way to teaching undergraduate as well as graduate students and to fulfilling the instructional priorities of the Department. It is a faculty norm that on-going programs of externally funded research are expected of all Chemical Engineering faculty and are not a justification for further reduced teaching and instructional contributions. In some circumstances and for a limited time, however, faculty may buy-out additional instructional time through salary release from external grants and contracts defined by the College's buy-out policy.

- D. A typical administered workload in the department would include the teaching of one three credit contact hour course per week each semester which, in the absence of other contributions enumerated in Section I.A.2-6, would constitute a teaching workload of 25%. In addition, the faculty member is expected to develop and support a nationally recognized and externally funded research program of high quality involving graduate students, which would represent 60% workload effort. A faculty member should also provide substantial service to the department,

university, and profession at a level of 15% workload effort. Variations on this workload may include the teaching of a four credit hour course, or additional courses as required by demands on the department. Other variations may include an exceptional load for advisement (see Article 11.9, Footnote 3 of the CBA) or recruiting of graduate or undergraduate students, or for significant administrative duties within the department.

Departmental academic standards and the faculty norms that support these standards affirm an expectation for all faculty of excellence in teaching and scholarship that is unsurpassed by the faculty in any peer department in the world. The typical administered workload in the department reflects and supports this standard of excellence. The typical workload assignment for research reflects University support of programs supported by external grants and contracts at a level approved by the chairperson and dean and consistent with the College's buy-out policy.

The chairperson may assign or approve requests for non-typical administered workloads that are otherwise consistent with the CBA and University policies and procedures. Administered workloads must be in accordance with the actual contributions of faculty members, reflect expected quality in teaching, research and service, and are not automatic. Thus, workload assignments to support research and scholarship must be reflected in research and scholarly productivity and quality commensurate with that assigned workload responsibility.

When a faculty member's administered workload assignment does not comport with his/her actual research and scholarly contributions, the chairperson may adjust the teaching or service components of that faculty member's workload. Thus, the chairperson may assign one or more additional courses during each semester beyond the typical assigned teaching workload to faculty members who are not, over time, actively engaged in an on-going nationally recognized and externally funded research program involving students that meets the highest standards of academic quality and scholarly productivity among all chemical engineering departments in the world. In such an instance, the faculty member may request a review of his/her research quality and productivity and the chairperson will appoint an ad-hoc committee for that purpose. The composition of the review committee will be decided by the chairperson and its recommendation will be advisory. Alternatively the chairperson may appoint such a committee, in the absence of any request from the faculty member. In all cases, the faculty member will have the opportunity to submit any evidence deemed appropriate to the committee's tasks. The recommendation(s) of the ad-hoc committee are advisory; the chairperson has final responsibility for any change in a faculty member's workload.

- E. As stated by the Faculty Handbook, all faculty are fully engaged for the whole year of fifty-two weeks. While normally members of the teaching staff are

required to teach for only nine months annually, responsibilities of faculty to the University do not cease during the summer months. Indeed the international stature of the department depends strongly on the vigorous and continuous level of scholarship, research, and professional leadership by the faculty. Faculty must make an annual request to the chairperson that their workload and performance evaluation include summer activities. Research summer activity will change the overall workload percentages allocated between teaching, research, and service. For example, a faculty member may have a teaching assignment of two three credit courses during the academic year (25% teaching workload) and a 15% service workload. If that faculty member carries out an approved summer research program included in the workload of two months of summer research activity, the overall workload distribution would be 21% teaching, 67% research, and 12% service.

III. OTHER WORKLOAD CONSIDERATIONS

- A. The faculty member is expected to meet classes during the regularly scheduled class periods; also to have open access to students in need of support and advice; this is helped by holding regularly scheduled office hours but meetings with students should be encouraged beyond that.
- B. The faculty member will be on campus as required by his/her workload.
- C. 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. These activities will be accounted for in the workload in accordance with the Collective Bargaining Agreement (Article 11.9, Footnote 3).
- D. The Department recognizes that childbirth can affect the teaching availability of a faculty member. In accord with University policy and Article 9.1.3 of the Collective Bargaining Agreement, the administered load for the faculty member may allow either partial or full relief from teaching during the semester of the birth of a child or immediately following the birth of a child.
- E. Talents, interests, and development needs of individual faculty will produce considerable diversity of teaching assignments vis-à-vis undergraduate vs. graduate courses, and elective vs. core courses. An equitable policy over time will provide faculty comparable opportunities to explore the range of teaching opportunities in which they have an interest, and to develop as teachers and scholars. It is the responsibility of the chairperson to consider equity of teaching assignments over time when administering faculty workloads.

IV. PROCEDURES FOR MERIT INCREASES

- A. Merit pay increases are to be awarded in a fashion that is consistent with the faculty member's performance as reflected in the annual evaluation conducted by the department chairperson. The annual evaluation shall be based on criteria which have been clearly communicated to faculty members in advance of the period covered by the evaluation and which are consistent with the workload plans developed in accordance with this document. Persons on an approved sabbatical or other approved University programs should receive merit consideration.
- B. The department chairperson's evaluation of a faculty member's activities shall consider all evidence submitted by a faculty member which is consistent with written departmental criteria for merit pool allocations. These merit criteria must include a well-defined metric that communicates the value assigned to different levels of contribution in teaching, scholarship and service and must also be consistent with the department's criteria for promotion and tenure. The criteria and associated metric shall be developed by the chairperson of the department in consultation with the faculty.
- C. Consistent with established University policy the chairperson or dean will meet with the faculty member to review the annual evaluation and shall communicate to each faculty member the basis for the evaluation.
- D. The chairperson or dean shall also review with the faculty member, upon request, information which indicates the correspondence between merit pay and the faculty member's department or comparable unit evaluation ratings within that unit so that the faculty member may know whether his or her merit pay is consistent with the annual evaluation. Anonymous or confidential information shall not be used to evaluate a faculty member without that faculty member having the opportunity to respond to the substance of the information before the evaluation is complete. Merit increases are to be awarded solely on the basis of performance in teaching, research, and service.

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 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 vote of the faculty, in accordance with the departmental bylaws, the chairperson, the dean, the AAUP, and the provost.
- E. These workload policies will be provided to new faculty upon their appointment.