

**Suggested Handbook Revisions from the Workload Committee
2/24/99**

Passed by Faculty Senate April 6, 1999

These 6 pages replace handbook section VII-2.3 starting at #7 and continuing through VIII-2.7 entirely. At this time the entire document is presented as an information item. Workload plans to present pages 1-5 as a voting item in April. Page 6 will be presented in the fall after the data from this year's pilot banking project is reviewed.

Please note that we have also revised the numbering system to clarify the relationships between sections.

7. Faculty Workload includes teaching, service and professional development activities
 - 7.1 Faculty Teaching Load [EFS 3/1/94]
 - 7.1.1 Teaching load for all tenure-track and tenured faculty should be 12/12 with 3 credit hours per year assigned to professional development activities. The semester in which three hours will be assigned to professional development activities will be determined by divisional needs. It is possible for a tenured faculty member to choose not to accept reassigned time for professional development.
 - a. Faculty members should be held accountable for all reassigned time. Faculty should describe how reassigned time will be spent, and annual reviews should include assessment of what was accomplished. Consistent failure to accomplish a reasonable proportion of goals may result in withdrawal of this reassigned time by the Chair.
 - b. Faculty whose reassigned time has been withdrawn by the Division Chair may request that it be reinstated by submitting a proposal to the workload committee that is similar to the proposal for additional reassigned time for professional development. The Workload Committee will review the proposal and make a recommendation to the chair.
 - 7.1.2 Teaching loads for full-time lecturers should be 12/12. In their first year, full-time continuing lecturers will receive 3 credit hours reassigned time.

7.1.3 Credit hour equivalency, productivity units and other configurations may be explored and implemented by divisions with the approval of the Vice Chancellor for Academic Affairs.

7.2 Other Reassigned Time from full-time Teaching

7.2.1 Subject to budgetary constraints and appropriate review processes, faculty members may be reassigned from teaching activities to undertake special projects in areas of research, scholarly activity, innovative teaching development, community service or university service. [EFS 8/24/95] Administrative reassignments are recognized as a special kind of university service that may also be made under special circumstances. As such they may be made as required. However, all re-assignments, with conditions and prerogatives of assignment, will be reported in a timely manner to the Senate Workload Committee. That committee may then, if it chooses, recommend a course of action to appropriate parties.

7.2.2 Reassigned time for additional professional development activities

- a. All full-time faculty (lecturers, tenure-track, tenured) should have the opportunity to apply for reassigned time for professional development, over and above that which would be expected from the granting of the three hours per year outlined in 7.1.1. To receive the additional reassigned time, the faculty person must submit a proposal outlining what will be done, how the project enhances the individual's contribution to the university or professional development, and how satisfactory progress on the project is to be determined. Multiyear projects are renewable annually, contingent upon satisfactory progress as documented in an annual report reviewed by the Workload Committee.
- b. The Vice Chancellor for Academic Affairs reserves the prerogative of limiting the cumulative total amount of reassigned time for the campus faculty in order to ensure budgeting targets and to maintain a satisfactory full-time/adjunct ratio. The Vice Chancellor for Academic Affairs, in consultation with the Senate Budgetary Affairs Committee, will develop reassigned time funding as a regular part of the budgetary process. Ideally, all meritorious proposals would be supported.

- c. Division chairs will be responsible for assessing accountability for all reassigned time during annual reviews using criteria developed by the Workload Committee and by their division. If the faculty persons do not fulfill the accountability guidelines, their additional reassigned time can be withdrawn and they will return to the 9/12 credit hour teaching load or to a 12/12 load as the case may be.
- d. The Workload Committee will establish the application procedure and application deadlines.

7.2.3 Reassigned time for additional service activities (includes University Service) Administrators (Chair, Vice Chancellor for Academic Affairs and/or Chancellor) who grant reassigned time for service will be responsible for evaluating the use of that time following the guidelines developed by the Workload Committee.

7.2.4 Criteria for granting all types of reassigned time. In approving reassigned time for any reason, established and formalized criteria provide a mechanism to evaluate the provision of reassigned time. The following criteria provide the structure that is taken into consideration on the decision of reassignment.

- a. Written job description for administrative, service or professional development reassigned time including goals, objectives and outcomes.
- b. Sufficient resources to support the reassigned time.
- c. Contribution of reassigned time to campus/ university/ department/ degree program mission and individual plan.

7.2.5 Assessment of all types of reassigned time. Assessment of reassignment of any kind should be completed annually by the division chair or appropriate supervisor and the following should be included in the appropriate section of the annual report.

- a. Activity log.
- b. Self-evaluation of reassigned time.
- c. Written assessment of supervisor.
- d. Feedback and suggestion for changes.

7.3 Variations in Regular FTE Teaching Assignments

7.3.1 Instructional programs that do not meet on the main campus. A faculty or staff member may receive an assignment in an off-campus instructional program as part of his or her regular responsibilities or FTE load. If the assignment requires travel beyond the city limits of Richmond, a mileage allowance will be paid. (Each member of the faculty may expect to receive such an assignment from time-to-time.) In most cases, the assignment will simply mean that a credit course in the program will replace

a similar course in a faculty member's regular FTE instructional assignment.

- 7.3.2 Instructional programs that do not carry regular course credit. If the course is not offered for credit, then an equivalency based on contact hours could be used to determine the portion of the normal FTE assignment to be offset. In some cases it will be advisable to recognize the assignment as falling within the public service mission of the campus. The normal FTE would then be adjusted to reflect reassigned time for public service; for example, 75% instruction, 25% public service. In this example, the assignment has been determined to equal a one semester, three credit course.

7.4 Overload Assignments

- 7.4.1 Overload assignments should be rare. Overload for credit courses of more than three credit hours in any one academic year will only be approved when there are extenuating circumstances. Overloads for summer sessions will rarely be approved. All overload assignments (compensated and banked) and the terms of the assignment will be reported in a timely manner to the workload committee by the division chair.
- 7.4.2 The offering and acceptance of responsibilities over and above a 100% FTE assignment is a complex matter. The overload assignment should be made on the basis of additional credit hours instruction, the contact hour equivalent of credit hour instruction, or some other valid method of determining the time required by the assignment. The magnitude of the overload assignment will be limited by the amount of time that the individual has available beyond the conduct of his or her regular responsibilities. The extent of the overload will also be limited by University regulations governing the time spent and/or compensation offered for overload assignments.
- 7.4.3 Finally, the extent of the overload must be limited by the extent to which an individual engages in paid consulting, research or other activities outside of the University. These activities must be included in calculations determining the amount of time the individual has available and the maximum compensation he or she can be paid.

7.4.4 It is difficult, if not impossible, to establish quantitative guidelines governing overload assignments. Therefore, it becomes even more essential to establish procedures through which the interests of all parties can be recognized and taken into account. This means that the supervisor of the campus unit contracting for the assignment, the member of the faculty or staff accepting the assignment, and that individual's immediate supervisor must all be involved in the approval procedure. All overload assignments for faculty and all instructional overloads for staff must have the prior approval of the Vice Chancellor for Academic Affairs and the employee's supervisor.

7.4.5 Compensation for Overload Assignments

- a. Compensated instruction beyond regular FTE must conform to University guidelines
- b. Compensated overload assignments for administrative personnel are not encouraged. Each such assignment must be clearly justified and there must be a demonstrable reason why the administrator is being selected. Reasons might include the lack of availability of suitable outside or faculty personnel, uniqueness of the administrator's credentials, etc. Administrators over the rank of department chair will rarely be compensated for an overload.
- c. Compensation for full-time employees who accept overload assignments can only be set within the context of a number of factors. These briefly, are as follows:
 1. The University has established a maximum limit on overload compensation. This can be stated briefly as 20% of an individual's salary in any academic period (the 10 month academic year or the summer period except for 12 month appointees). So too, the University considers that the maximum overload time to be spent by a faculty member should not exceed an average of one day per week in any academic period.
 2. Income generated by the activity obviously must limit compensation in many cases.
 3. In cases of contract programs, the level of compensation will be determined by the willingness and ability of the contractor or client to pay.
 4. Market factors must be expected to play a significant role in many cases. The campus unit seeking to staff a program must seek high quality but must be cognizant of cost factors. If qualified adjuncts are available they are preferable.
- d. In conclusion, compensation for faculty overload assignments in special instructional programs will not be

handled on the same basis as are summer academic salaries. Courses offered for credit are likely to be accompanied by compensation more on the level of existing adjunct faculty salaries. Pay for non-credit offerings will be much more flexible, although more dependent on the amount of time and work involved and the factors noted above.

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| For discussion ONLY pending the results of the pilot project. |
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7.5 Banking Policy for Uncompensated Overloads

7.5.1 There are various kinds of overloads that faculty may choose:

- a. A regular course for which a faculty member would normally be compensated.
- b. A regular course about to be canceled for low enrollment, but which a faculty member may choose to teach anyway.
- c. An independent study which is student-driven and faculty mentored.
- d. A special offering of a course in response to individual student needs.

7.5.2 When taught as an addition to regular FTE, faculty members may choose to bank these against future reductions in regular FTE rather than request overload compensation. Banking is subject to the following guidelines:

- a. The banked time may not normally exceed 3 credit hours.
- b. The banked time must be used as soon as practical, ordinarily within the next year. The timing of the reduction will be negotiated between the faculty member and the division chair.

7.5.3 Banking of independent studies and special course offerings are subject to these additional guidelines:

- a. Normally these courses will not be among the regular course offerings for the year.
- b. These courses require approval for banking by the division chair.
- c. Normally the accumulation of 15 - 30 student credit hours will be considered equivalent to one 3 credit hour course and the specific equivalencies will be negotiated with the division chair. The credit hour equivalency should take into account the contact hours and faculty preparation required
- d. When a course reduction has been earned, the faculty member will receive a reduction in FTE subject to the guidelines in sections 7.5.2 and 7.5.3

