School of Architecture Full Time Faculty Workload Policy

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1. FRONT MATTER

1.1. Table of Contents

1.2. Scope
These Workload policies pertain to the Full Time Faculty of the School of Architecture (the School), a Department within the College of Arts Media and Design (the College) at Northeastern University (the University).

1.3. Rationale for Policy
Consistent with Faculty Senate resolution 1617-19, and the Faculty Handbook Module titled "Faculty Workloads" these policies connect the goals and aspirations of the school with the workload obligations of the full-time faculty as a basis for shared governance and mutual success.

These Policies exist subordinate to the *School of Architecture Bylaws* (the Bylaws) and occur within, and are complementary to, the framework described by the College Constitution, Faculty Handbook, and other established University Policies.

1.4. Format
This document is set in 12-point Cambria, manually numbered, and formatted with styles.

2. FACULTY WORKLOAD

2.1 Goals and Aspirations
A thriving school of architecture reflects the many diverse activities of the faculty, and aligns their work with the needs of the school, college and University.

The work of the full-time professorate is to discover, create, and disseminate knowledge. Within the broad discipline of architecture, extending the boundaries of knowledge occurs through many modes of research, such as archival scholarship, experimental research, and the design and construction of the built environment. In disseminating that knowledge, Architectural education draws on both the academic model of the University and the centuries-old tradition of studio model to develop critical practitioners for the future.

Mindful of these goals and aspirations of the School, the following sections outline activities constituting the various components of full-time faculty work. It ties them to the goals of the school, and outlines their relative importance. It seeks to ensure faculty work aligns needs and abilities consistent with the faculty rank, and the terms of specific appointments.

2.2 Teaching

Educating students through effective teaching is a core responsibility of the Faculty. Reasonable academic curricular development, and continuous improvement are considered integral to teaching.

2.2.1 Teaching Loads

Table 1 contains the typical teaching loads for faculty in the school. The table contains part-time and other teaching ranks for reference only, as they are not covered by this policy.

Table 1: Typical Teaching Loads based on faculty rank

Rank	Semester 1	Semester 2
School Director	(1) 4- or 6- SH class or as determined by the Dean	(1) 4- or 6- SH class or as determined by the Dean
Professor Associate Professor Assistant Professor	(2) 4- or 6- SH class	(2) 4- or 6- SH class
Full, Associate, Assistant & Visiting Assistant Teaching Professor (also Academic or Clinical Specialist)	Distribution of teaching and service are calculated on a Semester Hour basis out of 24 SH annual total	
Cooperative Education Coordinator	Teach 1 coop class/year	
Lecturer	Distribution of teaching and service are calculated on a Semester Hour basis out of 24 SH annual total	
Professor of Practice	- As determined by the Dean and School Director	
Adjunct Faculty	Per Contract	Per Contract

Tenured faculty who cease to be research active as defined below will teach at a minimum two (2) additional 4- or 6- credit course each academic year beyond totals above. Thus, the total number of courses to be taught each academic year by non-research active research faculty will be (6) courses.

2.2.2 Supervising Student Teachers

For courses which include recitations or lab sections as part of the instructional model, faculty teaching responsibilities include the supervision and mentoring of the non-faculty teaching team, Encouraging and developing these apprentice teachers is vital for the students in course, the success of the teachers, and the future of architectural education.

2.2.3   Additional Considerations for Teaching
Additional considerations for teaching assignments include class size and type, mode of instruction, creation of new courses, substantial overhaul of existing courses, supervision of theses and dissertations, PhD advising, and grant buy-out. Such considerations must be detailed in the workload distribution described in §7.2.

2.3   Scholarship / Research / Creative Activity / Professional Development
Extending the boundaries of knowledge through scholarly and creative pursuits are essential to the idea of a University and the success of the School. Each research-active faculty member in the School undertakes a unique set of research, scholarship, and creative activities related to their field of specialization. These activities may be characterized by broad modes or research including Humanities and Social Sciences, Science and Engineering, Design Research, and are fully detailed in the *School of Architecture Tenure and Promotion Policy and Procedures.*

2.3.1   Process for identifying research active/ inactive tenured faculty

A faculty member will be considered research inactive if he or she, over 2 out of the previous 3 calendar years, does not meet disciplinary expectations for progress on peer-reviewed long-term research, scholarly, or creative projects, applications for appropriate external funding, and regular dissemination of research/scholarship/creative activity in appropriate peer-reviewed or public venues. Such determination will be made through the annual Merit Review process.

Once research inactivity has been determined through the annual merit review process, the Director, in consultation with the Office of the Dean, will prepare a written improvement plan. The approved performance improvement plan (PIP) may allow a small proportion of service assignment to be used as part of a plan to return to research activity, but if research activity is not attained within a year, that allowance may be discontinued. The Director will then meet with the faculty member and the Dean or his/her delegate on the improvements that need to be made. The Director will also indicate in this meeting and in the written improvement plan that if improvements are not successful by the end of the next academic year, the faculty member's workload will be reallocated.

Tenured faculty members who are research-inactive will teach 6-7 courses over two semesters in fulfillment of 75%-90% of their work effort.

Tenured faculty members who are research-inactive take on significant additional service in fulfillment of 10%-25% of their work effort.

Research inactive faculty who wish to be considered once again research active can request this at the point of annual merit review with the merit committee and Director. Re-instatement of research active status assumes that all benchmarks of the PIP have been achieved.

If a faculty member chooses to remain research inactive, then no additional action is required.

2.4   Service

All faculty, regardless of rank, are expected to contribute as integral members of the School, College, University, as well as to the Professional and Academic communities of which we are part. Service includes all manner of necessary work beyond individual faculty members' interests. Tenured faculty who cease to be research-active take-on significant additional service.

2.4.1   Service to the School

All Full-time faculty members must attend School faculty meetings and serve on School committees as appropriate and as needed.

2.4.1.1   Multi-section courses

Full-time faculty may, as part of their normal teaching and service, be designated the coordinator of a multi-section course which they are currently teaching. Faculty will serve as a coordinator only in courses for which they are listed by the registrar as an instructor for that term.

Coordinators work to ensure equality of instruction and opportunity across all sections by aligning assignments, deadlines, expectations, and evaluation criteria. Coordinators mentor and advise their faculty colleagues.

2.4.2   Service to the College and University

Full-time faculty participate on School, College and University Committees equitably relative to colleagues in the school, and with due consideration for rank-appropriate service.

Full-time faculty serve as a Commencement marshal at the undergraduate or graduate ceremonies with sufficient regularity to equitably share this role with others in the school.

2.4.3   Service to the Profession

Includes service on professional and academic committees, organizing conferences. Editing and peer-reviewing publications, service on juries, and participation as an external reviewer for tenure and promotion.

2.4.4   Other Service

Some forms of service—such as informal mentoring and support of students—may occur outside clearly defined titles and roles, but every effort must be made to identify and acknowledge such service in tabulating faculty workloads.

3.   APPOINTMENTS AND DISTRIBUTION OF DUTIES

Faculty roles in the School of Architecture are established in §2.2 of the Bylaws, consistent with the General University Faculty and Bylaws in the Faculty Handbook. The distribution of duties across the various types of

faculty work will be appropriate to each faculty member's ability and rank, as identified by the title and University Payroll Classification (UPC) below.

3.1 Full-time Faculty Appointments

3.1.1 Full Professor (UPC 2.1)
Full professors have significant investment in the School, College, University, and distinction in the discipline, with substantial responsibilities to the School, College and University, and to the learned profession of which they are part.

Tenured faculty serve on the Tenure and Promotion and Executive committees, and mentor Junior Faculty for tenure and promotion.

Considering these internal and external roles, a typical distribution of duties is 40% scholarly activity, 40% teaching (16 - 24 SH), and 20% service.

3.1.2 Associate Professor (UPC 2.2)
Associate professors have special investment in the School, University and discipline, with commensurate responsibilities.

Tenured faculty serve on the Tenure and Promotion and Executive committees, and mentor Junior Faculty for tenure.

Considering this a typical distribution of duties is 40% scholarly activity, 40% teaching (16 - 24 SH), and 20% service.

3.1.3 Assistant Professor (UPC 2.3)
Assistant professors' dual focus lies in effective teaching and a mature research agenda, as necessary components of a successful tenure case. The workload must acknowledge these demands, and shall not cause an undue burden as to endanger the progress of any faculty member toward tenure.

The distribution of duties is typically 50% scholarly activity, 40% teaching (16 - 24 SH), and no more than 10% service. Service should be carefully designed to extend beyond the unit to introduce the faculty to the life of the University.

3.1.4 Research Inactive Tenured Faculty

The workload of tenured faculty who elect or are determined to be research inactive shall be adjusted to increase teaching or service responsibilities. The process for determining research activity/inactivity is outlined in §2.3.1 above. Such workload re-allocations are to be recommended by the Director in consultation with the CAMD Dean's office.

A typical distribution of duties for faculty in this category is 75-90% teaching (6 or more courses), and 10-25% service.

3.1.5 Teaching Professor, Lecturer, Academic Specialist, Clinical Specialist (UPC 2.7)

Teaching and clinical faculty bring unique perspective based on their external interests and research focus. Their unique distribution of work is

specified in their contract. [Typically, a full teaching load is 24 SH per year and all appointments will have a service/professional development assignment that is at least 10%.]

3.1.6   Cooperative Education Coordinator (UPC 2.9)

This position is primarily administrative, and the entirety of their normal duties consist of work that, for other faculty members, would be classified as service. Co-op coordinators within the School typically teach one, 1 semester-hour co-op class per year. In semesters when teaching, the workload distribution is typically 5% instructional, 95% service. In other semesters, 100% service.

3.1.7   Scientist or Scholar (UPC 2.5)

These ranks are generally not used in the School of Architecture. If needed, specific workload expectations shall be specified in the of the contract.

3.2   Assignments

At the start of each academic year, the School Director will determine the specific workload, including teaching and service responsibilities, for each full-time faculty member. Assignments will seek to match the needs of the School with faculty abilities and availability to ensure the total workload is consistent with the distributions outlined above.

Considering the full workload assessed across heterogeneous faculty roles, this policy seeks equitable total workloads, rather than equivalence of one or two components, or the impossibility of strict mathematical equality.

The director will provide a draft version of the workload to each full-time faculty member in writing, with sufficient time for comments and revision, before distributing the final workload to the other faculty as described below.

4.   JOINT APPOINTMENTS

4.1   Proportionality

Generally, the workload for Faculty with joint appointments is apportioned based on the ratio of appointment in each unit. For example, Associate Professors with a 75% appointment in the school should expect to complete three (3) courses in the school, and one (1) in their minority-appointed unit each year on average.

Greater external service is expected in the discipline aligned with the jointly-appointed faculty member's majority appointment.

In cases where strict mathematical proportions cannot be used, such as teaching fractions of courses or when workloads are modified per §5 of this policy, workloads are adjusted to achieve balance across timespans of greater than one year. For example, assistant professors with a 75% appointment in the School receive course releases per §5.1.1, so three-

quarters of the courses taught during their probationary period (but not necessarily every year) will occur within the School.

4.2 Process

The Director will cultivate relationships with the heads of all units in which School of Architecture Faculty hold appointments, and coordinate both formally and informally to achieve workload balance across units.

When preparing the workload assignments and distribution for jointly appointed faculty each year, the Director will coordinate with the head of the other unit(s) in which that faculty member is appointed, to ensure the total workload across all units is appropriate to rank and ability and balanced based on that faculty member's appointment.

In the interest of fairness, the Director will ensure the jointly-appointed faculty's assignments and distribution as described in §7.2 include the entirety of their professorial work across all units.

4.3 Tenure Home

The School of Architecture will lead workload assignments for jointly-appointed faculty with a tenure home in architecture, factoring in the obligations and requests of the other unit(s).

The school will follow the lead of the tenure-home unit in workload assignments for jointly-appointed faculty with a tenure home outside architecture, articulating obligations and making requests to the tenure-home unit based on the needs of the School of Architecture.

4.4 Expectations

Beyond individual professional and personal benefits, balancing the workload across units allows jointly-appointed faculty members to deliver on the promise of their joint appointment. In particular, jointly-appointed faculty, and faculty candidates, should seek and propose synergistic work across their units where appropriate.

Like all full-time faculty, jointly-appointed faculty members must monitor their workload in the context of the school distributions described in §7.2, with the additional expectation that they make all unit heads aware of any issues, and work collaboratively to resolve them.

5. MODIFIED WORKLOADS

5.1 Criteria for Modified Workloads

The Director will seek to balance the needs of the school with faculty circumstances wherever practicable, for example service with flexible hours, or requested teaching times. Workloads quantity and distribution described in previous sections will be modified when doing so has a demonstrable, net-positive effect on the School of Architecture.

Some specific circumstances and criteria for exceptions are outlined below, and must be coordinated with the College, Provost, and Human Resources Management as appropriate.

5.1.1 Pre-tenure course reductions
See "CAMD Policy on Teaching Releases for Tenure-track faculty"

5.1.2 Family, Professional, and Medical Leave
Consistent with the Faculty Handbook and University Policy, the school supports faculty with family and other personal needs by adjusting teaching schedules and service work where possible.

Formal requests for medical, professional, or personal leave are processed through the Dean's Office and Human Resources Management. The Director and the Dean's Office will work with the faculty member to establish appropriate expectations during the leave following University policy.

5.1.3 Parental Leave
Consistent with the *Policy on Parental Teaching relief for Tenure and Tenure-Track Faculty*, Tenured and Tenure-track faculty who become parents through birth or adoption are eligible for one semester of classroom teaching relief.

Although this relief reduces the total workload, other professorial responsibilities continue, ordinarily at the level and distribution typical of the faculty member's rank when calculated in hours, not percentages.

Per the policy, the Dean, in consultation with the Director and the Faculty member, determines the specific instructional modifications. In making workload assignments, the Director will make every effort to accommodate the faculty's schedule and needs during the period of relief.

5.1.4 Military Service Leave
Consistent with University policy, and in coordination with Human Resources Management, the School will adjust faculty workload to accommodate periods of active duty service or training.

5.1.5 Jury Duty
Consistent with University policy, the School will adjust faculty workload to accommodate short-and long-term jury and grand-jury service. Faculty members should discuss their civic obligation with the Director as soon as possible.

5.1.6 Service-based course releases

For both Tenured & Tenure Track and Full Time Non-tenure trackfaculty, annual teaching workload may be reduced in consideration of major service activities (such as undergraduate coordinator and graduate studies coordinator) at the rate of one or one-half course release per year (i.e., one course release every two years), to be determined in consultation with the Department Chair and the Dean's Office. This administrative load is identified and defined by the unit head and course

releases are granted in consultation with the Dean's office. Administrative responsibilities and the accompanying course releases are evaluated annually in consultation with the Dean of the College.   5.2   Confidentiality

While the individual circumstances leading to modified workloads generally remain confidential, the resulting workload distribution for each faculty member must be included in the documents available to the full-time faculty in the school as described in §7.2.

5.3   Concerns with Workload

Faculty with concerns about their workload may submit their concerns in writing to the Director within ten (10) calendar days of receiving course and service assignments. If results of such appeal are not satisfactory to the faculty member, then the faculty may also submit their concern in writing to the office of the Dean

5.3.1   Other Processes

Neither the outcome of this appeal process, nor any other part of this Policy preclude any full-time faculty member from taking additional steps to address their concerns, as outlined in the Faculty Handbook and other University Policies.

6.   REVIEW OF AND CHANGES TO THE WORKLOAD POLICY

6.1   Periodic Review

This policy is will be reviewed annually and may be updated to serve the needs of the school, and to align with changes in College and University policy.

The director will review the policy each year when making workload assignments and share any concerns or proposed changes with the faculty.

When distributing the workload assignments as described in §7.2, the Director will provide a link to the published policy described in section §7.1 and invite faculty to review the policy

The Policy will be reviewed in detail by the ad hoc accreditation committee prior to accreditation updates and submissions that include this policy.

6.2.   Changes to the School of Architecture Full Time Faculty Workload Policy

Any full-time faculty member may propose changes to the policy at any time. All changes will receive timely action based on sufficient information, and adequate time for consideration. The director will manage the change process based on the normal bylaws and the following specific provisions.

Changes to the Policy require a majority of the V*oting Faculty* present at a scheduled faculty meeting. The School Director, any faculty member serving in the CAMD Dean's office or in University Administration do not count towards this total and may not vote.

The School Director will notify the Dean of the College of revisions to the Policy within ten (10) days. Changes to the Policy require approval of the Dean and take effect only upon the approval of the Provost. Changes will be brought forward to the Dean and Provost Office no more than once per year.

7. ACCESSIBILITY

7.1. Publication of the Policy

This policy must be electronically available to all full-time faculty members across the University. Within ten (10) days of the effective date of any change, the School Director will place the policy in the School's shared storage drive, and make it available on the department website. The policy will also be posted to the Provost Office website.

7.2 Distribution of Duties

To ensure transparency and promote equality, the annual workload percentage and distribution of duties for each faculty member are accessible for every full-time faculty member in the School to review. These distributions are in a dedicated directory in the shared drive.

All full-time faculty should regularly review these policies and their workload distributions based these data, and address any concerns with the Director.

7.2 Annual Notice

At the start of every academic year, the School Director will provide a table or other document to the faculty itemizing the assigned workload distributions for every full-time faculty member by name. This document is in addition to any detailed list, table, figure or other communication of the specific assignments and responsibilities of the faculty.

8. CHECKLIST FOR UNIT WORKLOAD DOCUMENTS

Per the "Criteria for the Development and Display of Full-time Faculty Workload Policies at Northeastern University" the initials on the following checklist attests that this policy document satisfies each of the requirements.

Checklist for Unit Workload Policy Documents

Each unit's chairperson and/or dean should initial each point on the checklist. By doing so, he or she attests that the full time faculty workload policy document satisfies each of these requirements.

DA   Document is consistent with published College and University policies.

DA   Document clearly reflects the goals/aspirations of the unit as these relate to workload.

DA   Document clearly defines the types of activities that constitute each of teaching, research/scholarship/creative activities/professional development, and service for the unit.

DA   Document describes the different types of full-time positions in the unit.

DA   Document clearly defines the teaching, research/scholarship/creative activities/professional development, and service expectations for the different types of appointments.

DA   Document describes all unit policies related to workload for full time faculty.

DA   Document describes criteria in which workloads may be modified, including pre-tenured minimum course reductions, family leaves, maternity/adoption leaves, and medical leaves.

DA   Document states how frequently the workload policy document will be reviewed.

DA   Document indicates where and how the unit's current workload policy document can be found.

DA   Document indicates where and how the workload assignments for each full time faculty member can be found.

DA   Document describes the process for faculty to address any concerns with their workload in the unit.

DA   Document indicates date of approval, any subsequent modifications by the unit, and anticipated date of next review.

DA   Document indicates date of approval of the unit's dean.

DA   Document indicates when it was sent to the Provost's Office to be included in the master list of policies for all units, and date of approval of the provost.

If the unit has one or more faculty with joint appointments in other units:

DA   Document defines how the workload policy changes for faculty members with an appointment of less than 100% in the unit, include impact of tenure home.

DA   Document describes how the unit will coordinate workload policy decisions with other units for faculty members with joint appointments, and how differences in workload expectations across units will be handled.