The UWM University Committee recommends:

(1) that the Faculty Senate rescind Faculty Document No. 796A (Report of the Ad Hoc Faculty Workload Task Force), originally passed and revised on 18 October 1973, and

(2) that the Faculty Senate approve Faculty Document No. 1902 (UWM Faculty Workload Policy, attached).

Rationale

The UWM faculty engaged in Committee of the Whole discussion at the 30 September 1993 UWM Faculty Meeting around the topic of Faculty Workload. At that time, we reviewed prevailing Faculty Document No. 796A passed in 1973. The general sense of the group was that the existing model was still appropriate. We also addressed the concerns raised by UWS President Katharine Lyall in which she has requested each institution to respond to concerns with respect to workload accountability (eg. who does workload, who monitors it, what are the operational definitions for non-teaching workload deployment, to name the more pertinent).

During the fall, the University Committee re-addressed Faculty Document No. 796A (attached) with a view toward enhancing the accountability components. Additionally, we examined the current "Suggested Equivalencies" (40 units = full load) and decided to put forward the AAUP model instead of the current system. That model is reflected in proposed Faculty Document No. 1902, Introduction - Item #2. Since the AAUP model provides reasonably clear direction for teaching workload "adjustments", we incorporated these into the proposed policy. Finally, and substantially on p 2 of the proposed policy, we developed what we feel are workable accountability steps, which respond to President Lyall's request. Workload, in the first instance, is the responsibility of the academic department; as such, the procedural changes being proposed respect this departmental role and add appropriate review components.

Since we are suggesting some rather widespread changes to our existing document, we are recommending that we rescind Faculty Document No. 796A and move adoption of Faculty Document No. 1902. Important to note, is that the Introductory components of both documents remain essentially intact. At the request of the Faculty Senate (16 December 1993), the University Committee revised Faculty Document No. 1902 to reflect the concerns of the Senate and be edited for clarity prior to its consideration. Attached is the revised copy of the UWM Faculty Workload Policy which the University Committee presents to the Senate for action.

The UWM University Committee

George Baker
Anthony Ciccone
Richard Dittman
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Nancy Frank
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EDITED VERSION

UWM FACULTY WORKLOAD POLICY

Introduction

The University of Wisconsin–Milwaukee Faculty Senate recognizes the concern of the public, the legislature, and the Regents for greater accountability in the administration of University operations. Of all administrative devices intended to insure the accountability of individuals and groups, none has been more effective for the supervision of professional work than the accountability of the professional to his or her colleagues. In best University practice, including the established practices of the University of Wisconsin, this takes the form of faculty self-governance in professional matters. The key unit of faculty governance is the academic department. Where channels of appeal or means for establishing uniformity across departments are needed, school/college and campus level committees provide the same means. Therefore, the Senate adopts the following principles in the standardization of faculty workloads as a guide to departmental faculties in their programming and other decisions that result in faculty workload obligations. The Senate commits itself in conjunction with the established committee structure to review, interpret and revise these guidelines as experience indicates the need.

1. The faculty of a public university has obligations for teaching, conducting research, and for service, both on and off the campus. While no individual member of the faculty must excel in each, academic units as a school or college or academic department must have balanced programs involving contributions to all three areas of activity.

2. Since the public has a right to expect full service for full pay, the faculty recognizes the establishment of a standard workload. The standard workload at UWM conforms to the American Association of University Professors (AAUP) Statement on Faculty Workload (April 1990).

A. Teaching: The AAUP defines:

A preferred fulltime teaching workload of nine (9) lecture hours/week with no more than six separate course preparations during the academic year, prior to workload adjustments. For faculty teaching partly or entirely at the graduate level, a teaching workload of six (6) lecture hours/week is preferred.

In addition to actual lecture hours, faculty require time for course preparation, review of Instructional materials, reading/evaluating student–produced course materials (e.g., exams, papers), and out of class contact with students to review/discuss course experiences. Taken together, course delivery responsibilities entail one to four additional hours/week for each actual lecture hour in the classroom.

B. Research/Scholarship: As a doctoral institution with a research mission, UWM expects all faculty to pursue an active research/scholarship program. The teaching workload presumes that faculty are active in research/scholarship, in which the Indicators will vary considerably across the academic units on campus. Additional workload adjustments may be indicated, depending on the nature of a faculty member’s research/scholarship program.

C. Service: UWM expects all faculty to pursue appropriate activities to serving both the campus and our civic and professional communities. Additional workload adjustments may be indicated, depending on the extent of service involvement.

3. Workload adjustments may be granted for teaching, research and/or service commitments that lie outside of the normal range. All adjustments to workload will be operationally defined by the department. Factors to consider in developing operational definitions within these three broad areas of professorial function may include but are not limited to those listed in Section III of this policy.
4. The determination of workload shall be the responsibility of the faculty of the academic department. Each department shall develop workload policies that fulfill its particular mission to academic, research/scholarship and service/outreach programs. Department faculties have authority to amend their policies as they deem necessary to meet special conditions existing for their departments. Each department shall report to the University Committee any changes that it makes to its existing guidelines.

I. IMPLEMENTATION OF AND RESPONSIBILITY FOR FACULTY WORKLOAD POLICIES

1. All department faculty workload policies must be reviewed and approved by the unit dean. Subsequent revisions will also be reviewed at the school/college level. Written department faculty workload policies will be provided to each faculty member within the department.

2. Copies of approved workload policies will be sent to the University Committee initially and as revised. The University Committee regularly will report on the Faculty Workload to the UWM Faculty Senate.

II. ACCOUNTABILITY FOR FACULTY WORKLOAD

1. Departments are responsible for fully implementing their approved workload policies. Minimally, departments shall annually review the assignment of their faculty for (1) compliance with their workload guidelines and (2) commitment to their department mission.

2. At least once each year, deans shall review faculty assignments by department.

III. DETERMINING WORKLOAD ADJUSTMENTS

Pursuant to the AAUP Statement on Faculty Workload (April 1990), the following are examples of factors to consider in defining workload adjustments for faculty.

1. Teaching Workload:

   1.1 Number of different preparations
   1.2 New preparation or substantial revision of an older course
   1.3 Size and heterogeneity of class composition
   1.4 Nature of Instruction (e.g. group, seminar, laboratory, Individual – independent reading, graduate student supervision – thesis/dissertation, practicum/internship/fieldwork supervision)

2. Research/Scholarship Workload:

   2.1 Expectation of effort (e.g. lab development, collaborative research)
   2.2 Publication(s)
   2.3 Scholarly presentations
   2.4 Relatedness to teaching
   2.5 Grant development/procurement

3. Service Workload:

   3.1 Faculty governance involvement
   3.2 Student academic advising
   3.3 Administrative roles (e.g. department chair, program director)
   3.4 Service to professional societies
   3.5 Service to professional publishers (e.g. journal editor, reviewer)
   3.6 Outreach/continuing education
Report of the Ad Hoc Faculty Workload Task Force

The University of Wisconsin—Milwaukee Faculty Senate recognizes the concern of the public, the legislature, and the Regents for greater accountability in the administration of University operations. Of all administrative devices intended to insure the accountability of individuals and groups, none has been more effective for the supervision of professional work than the accountability of the professional to his immediate colleagues. In best University practice, including the established practices of the University of Wisconsin, this takes the form of faculty self-governance in professional matters. The key unit of faculty governance is the academic department. Where channels of appeal or means for establishing uniformity across departments are needed, college and campus level committees provide the same means. Therefore, the Senate adopts the following principles in the standardization of faculty workloads as a guide to departmental faculties in their programming and other decisions that result in faculty workload obligations. The Senate commits itself in conjunction with the established committee structure to review, interpret and revise these guidelines as experience indicates the need.

1. The faculty of a public university has obligations for teaching, conducting research, and for service, both on and off the campus. While no individual member of the faculty must excel in each, academic units as a school or college or academic department must have balanced programs involving contributions for all three areas of activity.

2. Since the public has a right to expect full service for full pay, the faculty recognizes the establishment of a standard workload. This standard workload would be 40 units, which could be met for four standard undergraduate classes of 25 or fewer students meeting for three class hours per week. More typical workloads would involve less teaching, but commensurate increases in research and service, for example, two standard undergraduate courses for 20 units, research for 10 units, and service for 10 units.

3. Equalization of heterogeneous course demands found on the campus of a full service university requires a reconciliation of the following dimensions:
a. Number of materials covered
b. Intensity of the student demand on the professor
c. Heterogeneity of class composition
d. Number of students enrolled (if greater than 25)
e. Number of credits given for the course
f. Duration of the course (most being standardized to the semester)

4. Equivalencies for the 10 units for the standard course may be granted for research and/or for service, both on and off campus.

5. The determination of workload shall, in the first instance, be the responsibility of the faculty of the academic department. Department faculties have authority to make such changes in these guidelines as they may consider necessary to meet special conditions existing for their departments. At least annually each department shall report to the University Committee what deviations it has found necessary and shall report generally on its application of these guidelines.

6. For external reporting of the program of the department, a particular under-enrolled course may be averaged against an over-enrolled course without implying a sub-standard teaching load for any individual faculty member. The departmental average is the critical statistical unit in determining the efficacy of course equivalencies. Thus, faculty workloads are not reported outside the department on an identifiable, individual basis.

7. To facilitate innovations in the teaching program, a department may authorize additional units in particular instances so that more than one person may achieve full credit for a particular course up to a total of 20 units for a single course. Further, the department may assign up to 10 units to an individual planning a significant teaching innovation in a course to be offered at the next regular semester.

8. The following suggested list of equivalencies for classroom teaching, research, and campus service is suggested for departmental use as the basis for program assignment and evaluation, on a semester basis. Excessive demands on the faculty required to meet existing teaching programs may properly become documentation for requests for additional faculty.
SUGGESTED EQUIVALENCIES

TEACHING

Undergraduate 3 credit class of 25 students or less  
10 units

Undergraduate 3 credit class exceeding 25 students  
15 units

Undergraduate 3 credit class involving supervision of TA's or other assistance  
20 units

Graduate 3 credit courses or seminars numbered above  
700 with 10 students or less  
10 units

Graduate 3 credit courses or seminars numbered above  
700 with more than 10 students  
15 units

Independent reading courses

Thesis supervision

Field work, practicum, or internship program

RESEARCH

Research or community service units are determined by:

The character of the letter of offer  
10-15 units

Release through grant or other support  
10-20 units

Programmatic release via departmental procedures  
10-15 units

SERVICE

Chairman; less than 10 FTE faculty  
10 units

Chairman; 10 FTE faculty or more  
20 units

Chairman; department committee  
5 to 10 units

Other administrative service, including assigned  

as negotiated

community service  
20 units

Chairman; University Committee  
10 units

Member; University Committee  
10 units

Chairman; Divisional Committee  
5 units

Member; Divisional Committee  
10 units

Chairman; Search and Screen Committee or Task Force  
1 unit/5 hrs. of meeting

Chairman; UWM Faculty Committee, ad hoc Committee, Administrative Committee, or other College Committee  
1 unit/10 hrs. of meeting

Member; UWM Faculty Committee, ad hoc Committee, Administrative Committee, or other College Committee