Proposal from the A&S Workload Project

The goal of this project is twofold: first, to encourage, acknowledge, and reward exceptional and creative research, teaching, and service; and second, to acknowledge and open up discussion about workloads. Tufts University’s profile has changed considerably in the last few decades, especially with the university’s growing research profile. While we have increased the size of the faculty by over 50 full-time lines in absolute terms since 2005, with this change in profile there have also been changes in workloads. The guiding principles of the proposal are fairness, consistency, and transparency, both within and across units. We propose that:

1. Departments and programs with full-time faculty primary appointments will be asked to develop their own workload guidelines consistent with the principles below. These guidelines will be shared with and approved by the academic dean who supervises the department or program with the goal of ensuring fairness and relative consistency across units. Grievances from faculty will be handled by the department or program’s academic dean.

2. Departments and programs will need to continue to offer their curriculum with their current resources.

3. Course load for full-time lecturers is 3-3 or the equivalent. Course load for tenure-stream faculty is reduced to 2-2 or the equivalent given their research expectations.

4. Departments and programs are expected to put together committees comprised of both tenure-stream faculty and full-time lecturers for the purpose of developing their specific guidelines. Some departments may take advantage of currently existing committees or groups of faculty (department curriculum committees, program directors, etc.). Committees would not make decisions about individuals but instead develop department or program-level guidelines.

5. As they develop their guidelines, departments and programs should take into account the following:
   i. Faculty workload can be adjusted when they undertake activities that are over and beyond the average load for the department or program. Average loads should be determined by departments and programs, in consultation with their academic dean. For example, all full-time faculty are expected to advise students (pre-major, major, and/or graduate) and to provide service to their departments or programs, the school, and/or the university, as appropriate.
   ii. In consultation with the academic dean, faculty may be awarded up to one course release per year to acknowledge work that is over and beyond what is expected in their department or program except in extraordinary circumstances.
   iii. Department and program guidelines should be internally consistent and fair to avoid favoring some faculty over others.

6. Department and program guidelines can recognize and acknowledge substantial and extraordinary faculty activities which are over and beyond the average load, such as the following:
   i. Advising
   ii. Extraordinary department, school, or university service such as chairing committees and directing or coordinating programs
   iii. Substantial participation in interdisciplinary programs
   iv. Program and curriculum design, development, and revision such as launching of a new program
   v. Supervision of teaching assistants or other section or lab leaders
   vi. Laboratories, artistic events, field work
   vii. Supervision of independent research such as directing independent studies; directing honors theses; supervising undergraduate and/or graduate student researchers, post-doctoral associates/fellows, and other researchers; chairing masters or doctoral committees
   viii. Running laboratories or research groups, holding laboratory or research group meetings, and other activities related to the supervision of research groups