**THE UNIVERSITY OF KANSAS**

**Office of the Provost & Executive Vice Chancellor**

# Provost Charge for the Development of a Campus Academic Workload Policy

APRIL 14, 2021

Tenure, and the resulting protection of academic freedom, is fundamental to the success of the University of Kansas and the Lawrence campus. KU’s success is also predicated on our shared commitment and responsibilities as stewards of the university, especially during this period of significant financial challenge, and our stakeholders expect this as well.

Our strategic plan, [Jayhawks Rising](https://jayhawksrising.ku.edu/), will guide our work, focusing on our Core Institutional Priorities – research and discovery, student success, and healthy vibrant communities. Three strategic initiatives will be absolutely essential to good stewardship, to achieving our goals, to demonstrate our accountability, to communicate our value and excellence to our stakeholders, and to strengthen the institution in the long term:

* Development of a campus academic workload policy and alignment of unit academic workload policies to campus standards,
* Development of reporting and monitoring processes for annual faculty evaluations,
* Benchmarking and regular update of processes and criteria for campus promotion and tenure review that ensure best practices and competitiveness with peers.

The charge presented in this document, for development of a campus academic workload policy and alignment of unit academic workload policies, will bring greater effectiveness and efficiency to our academic operations, builds on and deepens previous work of the COVID-19 faculty success design team, ensures that our expectations are aligned with good practices and competitive with our peers, and demonstrates our shared commitments to both tenure and stewardship at KU.

## GOAL #1: Develop a campus academic workload policy

***Rationale for development of campus academic workload policy:***

* Tenure is founded upon the expectation that precise terms and conditions are used to describe faculty responsibilities that are conducted for the common good, as noted in the “Red Book” of the American Association of University Professors.
* Having clarity about expectations is key to both individual and institutional success.
* Ensures our workload expectations are applied consistently across our faculty, and helps us assess the impact of the arrangements made with faculty for workload as well as for differential allocation of effort.
* While academic units have existing criteria for evaluating faculty work annually, as well as through tenure and promotion processes, it is important to ensure that individual faculty efforts and unit expectations ultimately contribute to and underpin KU's standing with and among our peer institutions.
* The articulation of minimum criteria for a Campus Academic Workload Policy allows KU-Lawrence to support our faculty by providing adequate preparation, a fair and equitable workload, meaningful assessment and professional development, competitive pay and salary increases. It may also be used to recognize those who carry a higher workload and who achieve meritorious distinction in their work.
* Demonstrates to the Higher Learning Commission, the Association of American Universities, to the Kansas Board of Regents and others the level and quality of our efforts in serving our missions of teaching and research.
* Having a campus academic workload policy facilitates the wise use of faculty, encouraging the greatest return on our investments such that everyone is working together to promote the highest good of KU.
* Ultimately, as we recover from the pandemic, we commit ourselves to building the strongest faculty possible, to affirming tenure, holding ourselves accountable to achieving high standards, and doing all we can to support our faculty by providing clear expectations, strong alignment, and consistent application of policies for academic workload, annual review, and promotion and tenure in all academic units of the KU-Lawrence campus.

***Parameters and expectations for development of campus academic workload policy:***

***Panel Membership:***

*Co-Chairs:*

Faculty Senate President

Dean

*Facilitator:*

Chris Brown, Vice Provost – Faculty Development

*\*Team members:*

3 Tenured/Tenure-Track faculty members

1 Distinguished Professor

3 Non-tenure track faculty members (such as lecturers, clinical professors, teaching professors, professors of practice)

1 Department Chair

1 Associate Dean of Research

1 Librarian

*\*Team members should be selected to a) balance representation between College and Professional Schools, b) reflect various ranks, and c) be agreed upon by chairs and facilitator*

The policy must:

* Review and adapt the 2011 KU Academic Workload Policy that was presented to the Kansas Board of Regents as KU policy.
* Comply to any applicable expectations for academic workload of the Higher Learning Commission and Kansas Board of Regents.
* Benchmark against AAU and Big 12 peers and, as a baseline, meet the average or most common standards.
* Include baseline expectations for research workload as well as for instructional workload.
* Require academic units to benchmark baseline expectations for research workload against disciplinary peers at least every five years.
* Require a minimum of 12-credit hour course load and 180 credit hours per academic year, while recognizing disciplinary differences to allow for creating baseline equivalencies comparable to peer norms (for example in units that teach labs, or studios, or classes in individual performance, or doctrinal law courses).
* Differentiate baseline instructional workload standards between undergraduate and graduate levels, as appropriate.
* Address equivalencies for independent studies, dissertation/thesis committees, dissertation/thesis supervision, and for when graduate teaching assistants are assigned to courses.
* Articulate basic guidelines for policy implementation, including consequences for falling below standards, and how implementation and consequences will be monitored and documented by academic units and the Office of the Provost.
* Provide recommendations regarding conditions under which it would appropriate to grant exceptions to the policy.
* Establish baseline expectations that academic units align with standards of specialized accreditors and provide process for academic units to request exceptions from campus academic workload policy based on accreditor standards, if necessary.
* Require review and benchmarking of policy on a regular periodic basis.

The policy should:

* Design for the future by considering lessons learned from COVID-19 and recommendations from the COVID-19 Faculty Success Design Team regarding the faculty work experience during the pandemic and in the post-pandemic university.
* Consider adding expectations for professional development (teaching, research, service, understanding faculty rights and responsibilities), to be documented during the annual faculty evaluation.
* Consider whether there should be baselines/guidance for differential allocations of effort tied to external grants or funds generated as percentage of faculty salary, or differential allocations of effort based on how many graduate research assistants a faculty member employs.
* Consider whether policy needs to address service loads and/or account for faculty who work in administrative roles.
* Consider guidance for how adjustments of teaching workload should be made for faculty who are active in research and service (or reference policy on differential allocation of effort).
* Consider how to account for the multidimensional nature of work across disciplines in scholarly productions and publications.
* Consider whether there are particular authorities and accountabilities of the Dean to advocate for the unique expectations of accreditors and students in an academic unit.
* Represent current understandings of best practice that promote fairness, equity, academic preparation, professional development, and faculty success.

***Review Process:***

* Panel develops draft policy and provides opportunity to faculty and Deans for comment period
* Panel presents draft policy for review to faculty senate committees:
  + Faculty Rights Privileges and Responsibilities Committee
  + Standards and Procedures on Promotion and Tenure Committee
  + Academic Policy and Procedure Committee
* Faculty Senate vote on recommendation of draft policy
* Provost decision on endorsement of draft policy
* Chancellor decision on policy approval

***Deadline for submission of Faculty Senate recommendations to Provost:***

November 30, 2021

## GOAL #2: Align unit academic workload policies to campus standard

***Project Leaders:*** Dean of each academic unit

Academic Unit Policies must:

* be created/adjusted to align to KU-Lawrence Campus Academic Workload Policy
* be competitive with standards of disciplinary peers and best practice benchmarks
* ensure any equivalencies set baseline expectations to average/most common standards of AAU and disciplinary peers
* ensure any requests for exception set baseline expectations to average/most common standards of AAU and disciplinary peers
* require review and update at least every five years

***Review Process:*** Deans will submit revised policy for Provost endorsement and Chancellor approval

***Deadline:***

March 30, 2022