
FACULTY WORKLOAD GUIDELINES THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

(Approved by the Chancellor, April 3, 2002)
(Amended August 25, 2014; Approved by the Chancellor, August 26, 2014)
(Amended October 19, 2015; Approved by the Chancellor, October 20, 2015;
Approved by UNC General Administration, January 5, 2016)¹

I. Purpose

UNC Policy [400.3.1.1\[G\]](#), *Guidelines on Teaching and Tenure in the University of North Carolina*, states: "each institution should view teaching as a core requirement. The board states in its long-range plan that teaching or instruction is the primary responsibility of each of the UNC institutions. Thus while neither teaching nor service nor research is the sole measure of a faculty member's competence and contribution at any UNC institution, teaching should be the first consideration at all of the UNC institutions." The University of North Carolina at Greensboro (UNCG) strives for excellence in the fulfillment of its broad instructional, research, and service mission. This longstanding commitment is evident in academic programming choices, research agendas, outreach efforts, resource allocation decisions, and official statements of institutional priorities. UNCG's [University Wide Evaluation Guidelines for Promotions and Tenure](#) (*Evaluation Guidelines*) acknowledge and value the diversity of faculty roles and responsibilities within the University and enforce a responsiveness to the variety of these contributions in the evaluation of faculty for promotions and/or tenure. The *Evaluation Guidelines* endorse diversity in evaluation models by which faculty members are assessed, rather than compelling a diverse faculty to conform to a single performance model.

As a public institution, UNCG is also held accountable by the Legislature, Board of Governors, and President for a variety of outcomes, including those related to faculty instructional productivity. UNC Policy [400.3.4](#), *Monitoring Faculty Teaching Workloads*, requires all UNC institutions to develop and implement policies and procedures to monitor faculty teaching workloads and to approve significant variations from expected minimums. Policies must include the criteria and approval process for reductions in instructional load attendant to increased administrative responsibilities, externally-funded research, including course buy-outs, and service obligations.

UNC Policy 400.3.4 also requires that annual faculty performance evaluation policies be implemented at UNCG and that they evaluate and reward all aspects of faculty workload, separately and in combination, consistent with the instructional mission. UNCG's [Annual and Post-Tenure Review Policy for Faculty](#) outlines a review process for annual and post-tenure evaluation of faculty performance intended to promote faculty vitality and to reward faculty by recognizing, encouraging, and rewarding faculty performance by means of merit pay increases, when funds are available for this purpose.

¹ Non-substantive amendments made by the Provost, April 4, 2019.

Faculty workloads must therefore be developed with a balance in mind, allowing for a high degree of research/creative expression, service, community engagement, and directed professional activity, while also insuring that instructional needs are met. These *Faculty Workload Guidelines* have consequently been established to help the University meet these internal goals and external expectations.

II. Scope²

Deans, department heads/chairs,³ and full time equivalent faculty members shall employ these *Faculty Workload Guidelines* when preparing unit and/or departmental workload guidelines. These *Guidelines* and unit/departmental guidelines, where these exist, should be referenced when deans and/or department heads/chairs meet with faculty members to complete the UNCG [Faculty Workload Assignment Form](#), and during the annual review of faculty.

III. Definitions

Faculty Workload: The entirety of a faculty member's duties for the relevant period.

Teaching Workload: The portion of the faculty workload spent on direct instruction and instructional activities.

IV. Guidelines

A. Introduction to UNC Policy 400.3.4

Determining the workload for a specific faculty member requires consideration of a complex variety of variables related to unit and departmental goals, to expectations for instruction, research/creative expression, service contributions, expectations for community engagement, and in some cases, expectations for directed professional activity. In most cases, counting semester credit hours or the number of organized classes alone fails to reflect the totality of a faculty member's effort, and is therefore insufficient for the purposes of developing or comparing workload assignments. Within and across departments, Schools, and the Colleges,⁴ individual workload assignments must allow for both flexibility and maintenance of UNCG's commitment to instructional productivity and academic excellence. The resulting assignments, however, must adhere to the requirements set forth in these *Faculty Workload Guidelines* and to the faculty workload expectations of the UNC Board of Governors and UNC System Office.

² These Faculty Workload Guidelines do not apply to faculty whose primary appointment is in the University Libraries.

³ Everything in this policy that applies to department heads/chairs also applies to non-departmental program directors.

⁴ The Schools and the Colleges (excluding the University Libraries) are hereafter, collectively, referred to as the "units" in this document.

The Board of Governors defines its annual standard teaching workload expectation (number of organized class courses, see UNC Policy [400.3.4](#)), by institutional Carnegie classification, as follows, and expects that institutional averages will conform to these standard loads:

Research Universities I:	4
Doctoral Universities I:	5
Masters (Comprehensive) I:	6
Baccalaureate (Liberal Arts) I:	8
Baccalaureate (Liberal Arts) II:	8

Given UNCG's classification as a Doctoral University I,⁵ the standard faculty teaching workload is five courses, or the equivalent, per academic year. It is understood, however, that not all faculty will teach the standard load. Loads will vary in accordance with the faculty member's job title and activity mix. The variation in load across faculty members will result in an institutional average of at least five organized courses per year per full time equivalent (FTE).

B. Unit and Departmental Workload Guidelines

"Given the complexity of faculty work activities, individual faculty teaching loads are best managed at the department and school level... (UNC Policy 400.3.4)." Accordingly, all units must either develop workload guidelines that are designed to accommodate the needs and mission of the unit, or adopt these *Faculty Workload Guidelines* as the principles by which workloads are assigned in that unit. Additionally, when deemed appropriate by the dean or faculty assembly of the unit, all departments within a unit must develop workload guidelines that are designed to accommodate the needs and missions of those departments. Unit and departmental guidelines, where they are developed, must be approved by the dean and faculty of that unit/department,⁶ and must not conflict with the principles established in these *Faculty Workload Guidelines*.

C. Workload Assignments for Tenured/Tenure-Track Faculty

1. Department heads/chairs make individual assignments and adjustments to assignments for all faculty based upon:
 - a. An overall expectation of the department's instructional productivity, negotiated annually with the dean and based upon the department's

⁵ "Doctoral Universities I," a classification included within the 1994 Carnegie Foundation classification of institutions, has been retained for use by the Board of Governors in UNC Policy 400.3.4. UNCG is presently classified within the category of "Research Universities (High Research Activity)," in keeping with Carnegie's 2010 update of its classification titles.

⁶ Existing policies need not be retroactively approved.

mission and degree-granting responsibilities (see Section 2, below, for guidelines).

- b. The effective unit and departmental workload guidelines, where these exist, which must be consistent with these University guidelines, and which should set internal standards for adjusting individual teaching workloads.
- c. The type of courses taught, their size, the number of student credit hours generated, and/or program needs.
- d. Other criteria that may be considered in the assignment of teaching workload (beyond those specified in C.2) may include, but are not restricted to, course/curriculum development, academic advising load, student supervision including thesis and dissertation supervision beyond the expectations set in the departmental workload policy, level of graduate teaching assistant supervision and training (UNC Policy [400.3.5.1\[G\]](#)), involvement in accreditation/program review, co-curricular activities, academic administration, externally funded research, institutionally supported research, community-engaged scholarship, heavy research agendas, institutional service, service to the public, service to the profession, and applicable contractual obligations UNCG has made to faculty members.
- e. It is understood that teaching workloads may be adjusted up or down from the departmental expectations established by its effective workload guidelines based on a faculty members' total workload. The reasons for increasing or decreasing the normally expected teaching workloads may vary by department and must be clearly spelled out in the effective departmental and/or unit workload guidelines, where these exist.
- f. Any modification to a faculty member's teaching workload that deviates from the department's effective workload guidelines must be approved by the dean.

2. Guidelines on instructional productivity for tenure-track and tenured faculty:

- a. Teaching workload for tenure-track faculty is based upon the expectation of a faculty workload of 24 semester hours, or their equivalent, per academic year, with 6 of these hours assigned to research/creative activity.
- b. Tenured faculty not actively engaged in a program of research/creative activity with publication or equivalent outcomes will not receive the assignment of 6 hours to research/creative activity described above in section 2.a.
- c. For faculty who do not contribute to graduate programs, the teaching load is generally six three-hour courses per year (18 semester hours), or their equivalent.

- d. For faculty who contribute to masters programs, including but not limited to thesis or thesis-equivalent supervision, the teaching load is generally five three-hour courses per year (15 semester hours), or their equivalent.
- e. For faculty who contribute to doctoral programs, including but not limited to dissertation or dissertation-equivalent supervision, the teaching load is generally four three-hour courses per year (12 semester hours), or their equivalent.
- f. It is understood that engagement in research/creative activity as well as internal service is expected as part of the normal responsibilities of a tenure-track faculty member.
- g. It is understood that tenure-track assistant professors may be granted course reductions for research/creative activity.
- h. It is understood that course reductions are also permitted when funded by buyouts using external funds or when an individual has been granted a Research Assignment or other assignment of special responsibilities by a dean or the Provost.

D. Workload Assignments for Non-Tenure-Track Faculty

- 1. Department heads/chairs, in consultation with the affected faculty member and under the supervision of their dean, make individual assignments and adjustments to assignments based upon the following considerations:
 - a. Unit and departmental workload guidelines, where these exist.
 - b. The understanding that the teaching workloads of Academic Professional track faculty and Clinical Faculty will vary based on the faculty member's specific position description, as determined by the unit and/or department.
 - c. The standard teaching workload for other (non-Academic Professional or Clinical) full-time, non-tenure-track faculty is 24 semester hours (eight organized courses, or their equivalent) per year. This teaching workload may vary in certain cases, for reasons similar to those given in section IV.C.1.d.
 - d. The dean is responsible for maintaining overall equity of total workload among different types of non-tenure-track faculty, and between these faculty and tenured/tenure-track faculty.

E. Assignment of faculty workload (including teaching workload)

- 1. Faculty members will receive their assigned annual workload in writing, using the [Faculty Workload Assignment Form](#) (which may be modified to meet unit or department-specific needs).

2. A record of a faculty member's assigned workload is to be included as part of the documentation for annual reviews, as well as for reappointment, promotion, tenure, and post-tenure reviews.

F. Relationship to other UNCG policies

1. The UNCG *Annual and Post-Tenure Review Policy for Faculty* establishes annual and five-year cycles of performance review for faculty. Nothing in these *Faculty Workload Guidelines* shall be construed as establishing additional review cycles.
2. UNCG's *University-Wide Evaluation Guidelines for Promotion and Tenure* establish acceptable activities for tenure-track faculty in the areas of teaching, scholarship and service. Nothing in these *Faculty Workload Guidelines* shall be construed to invalidate any of these categories of work, or to diminish the importance of any type of scholarship, teaching or service, including, but not restricted to, community-engaged scholarship.
3. Independent studies must conform to the UNCG [*Guidelines on Independent Studies*](#). A link to these guidelines is included in section X. These guidelines comply with Section IV.A of UNC Policy [700.6.1\[R\]](#), *Academic Integrity Regulations*.

V. Course Overloads

An overload is coursework taught by a full-time faculty member that exceeds the course load expectations expressed below:

- 18 semester hour (six organized courses, or their equivalent) per year for tenured or tenure-track faculty members who are actively engaged in a program of research and publication or equivalent creative activity;⁷
- the teaching expectations set in their contracts for Academic Professional and Clinical faculty members;
- 24 semester hours (eight organized courses, or their equivalent) per year for other (not Academic Professional or Clinical) non-tenure-track faculty members.

All overload assignments must conform to the UNC System *Supplemental Pay Policy for Employees Exempt from the State Human Resources Act* (UNC Policy [300.2.13](#)), the UNCG *Policy on Compensation Beyond Contract for Faculty and EHRA Non-faculty Employees*, and the *Guidelines for*

⁷ A tenured/tenure-track faculty member who is engaged in the normally expected level of departmental service and student advising responsibilities, but who does not possess an active program of research or creative activity, may teach up to 24 semester hours (eight organized courses, or their equivalent) per academic year and not be considered to be teaching an overload.

VI. Monitoring of Teaching Workload

Department heads and academic deans are responsible for monitoring faculty teaching workloads for the faculty under their supervision.

Each semester, within two weeks of the fall and spring semester censuses, the Office of Institutional Research (OIR) will provide an *Instructional Analysis Report* to each department head on the teaching workload for all faculty members in their department. The report will consist of two main sections. Section 1 will include a summary faculty headcount and FTEs, numbers of organized sections, student credit hours generated per organized section, and student credit hours generated per individualized instruction. Section 2 will include a detailed listing of departmental faculty members and the courses they teach. Department heads will review the reports and provide any necessary corrections to OIR. Updated reports will be generated and OIR will send the corrected *Instructional Analysis Reports* to the academic deans for final review.

Once a year, during spring semester, department heads will review Section 2 of the *Instructional Analysis Report* for their department and add a brief justification for each instructor whose teaching workload falls below 15 semester hours (five organized courses) or their equivalent, per year. These annotated reports, along with the department's corrected data (Section 2, above), will be submitted to OIR, the dean, and the Provost.

VII. Reporting of Teaching Workload

The UNC System Office requires that each UNC institution participates in the University of Delaware's National Study of Instructional Costs and Productivity (Delaware Study). The Delaware Study provides comparable teaching data at the discipline level using the following faculty categories: regular tenure stream, other regular, supplemental, and teaching assistants (UNC Policy 400.3.4). These data are used to compare departmental instructional productivity of the UNC campuses. Please refer to UNC Policy [400.3.4](#) for more information. Comparisons with national peer group norms as developed by the Delaware Study are presented for further context. The Board of Governors and President expect that, in comparisons of like departments at peer institutions, UNC campuses will demonstrate acceptable levels of productivity relative to ratios for student credit-hour generation and teaching costs per faculty member. UNCG reports the final fall semester data resulting from the Instructional Analysis Report, described above, to the UNC System Office on an annual basis and regularly evaluates its trends in instructional productivity to assure that it is able to demonstrate these acceptable levels. (Because the Delaware Study is a measure of fall semester instructional productivity only, the teaching workload presented in this Study will generally represent only one-half to three-fifths of the academic year teaching workload.) Please refer to UNC [400.3.4\[R\]](#) *Regulations Related to Monitoring Faculty Teaching Workloads* for more information.

VIII. Evaluation and Reward of Teaching

UNCG's [Annual and Post-Tenure Review Policy for Faculty](#) provides guidance on the purpose and process of annual evaluation of faculty performance intended to promote faculty vitality. Annual reviews apply to all faculty members, whether tenured, tenure-track, non-tenure-track, paid or unpaid (including Lecturers, Clinical Faculty, Academic Professional Faculty, or other "special faculty members," as outlined in [Chapter VI: Section 610](#) of *The Code of the Board of Governors and UNC Policy Manual*).

The purposes of Annual and Post-Tenure reviews, as outlined in UNC Policy [400.3.3](#) and [400.3.3.1\[G\]](#), are to:

- Sustain and facilitate excellence among tenured and tenure-track faculty by recognizing, encouraging, and rewarding faculty performance;
- Foster faculty development by evaluating *all* aspects of professional performance, by acknowledging progress in specific areas, and by identifying specific activities that can be undertaken if improvement is needed.

The evaluation and reward of teaching take place in the context of an overall evaluation of a faculty member's entire professional performance.

IX. Periodic Review of Policy

Changes to these *Faculty Workload Guidelines* will be submitted to the Faculty Senate for comment before being approved by the Chancellor.

X. Related Policies and Regulations

UNCG Promotion, Tenure, Academic Freedom and Due Process Regulations
<http://provost.uncg.edu/documents/personnel/tenure.pdf>

UNCG Annual and Post—Tenure Review Policy for Faculty
<http://provost.uncg.edu/documents/personnel/posttenurereview.pdf>

UNC Policy 300.2.1—Employees Exempt from the State Human Resources Act
<https://www.northcarolina.edu/apps/policy/index.php?section=300.2.13>

UNC Policy 400.3.3 – Performance Review of Tenured Faculty
<https://www.northcarolina.edu/apps/policy/index.php?section=400.3.3>

UNC Policy 400.3.3.1[G] – Guidelines on Performance Review of Tenured Faculty
<https://www.northcarolina.edu/apps/policy/index.php?section=400.3.3.1%5BG%5D>

UNC Policy 400.3.4 – Monitoring Faculty Teaching Workloads
<https://www.northcarolina.edu/apps/policy/index.php?section=400.3.4>

UNC Policy 400.3.4[R] - Regulations Related to Monitoring Faculty Teaching Workloads
<https://www.northcarolina.edu/apps/policy/index.php?section=400.3.4%5BR%5D>

UNC Policy 400.3.5.1[G] - Guidelines on Training, Monitoring, and Evaluating Graduate Teaching Assistants
<https://www.northcarolina.edu/apps/policy/index.php?section=400.3.5.1%5BG%5D>

UNCG Faculty Workload Policies and Forms
<https://provost.uncg.edu/policies-procedures-forms/faculty-workload-policies/>

UNCG Guidelines on Independent Studies
https://drive.google.com/file/d/0B3_J3Uix1B4USEtpWW9TRjA3d2c/view?usp=sharing

UNCG Policy on Compensation Beyond Contract for Faculty and EHRA Non-faculty Employees
<http://provost.uncg.edu/documents/personnel/compensation.pdf>

UNCG Guidelines for Implementation of the UNCG Policy on Compensation Beyond Contract for Faculty and EHRA Nonfaculty Employees
<https://drive.google.com/file/d/0B2Wt59zS7O1kRk5kcWVNM2Eyc1U/view>

Faculty Workload Assignment Form
https://drive.google.com/file/d/0B3_J3Uix1B4UdmM5TGtwUUVFMG8/view

Policy Administrator

Office of the Provost