

Attachment 3
Proposed Addition to University Handbook
Appendix Y: Tenured and Tenure-Track Faculty Workload
Policy Prepared by the Faculty Workload Task Force

October 12, 2023 Revision Draft

Approved by Faculty Senate Faculty Affairs Committee on October 17, 2023

Request to approve a new Faculty Instructional Workload Policy Rationale:

On June 14, 2023, the Kansas Board of Regents (KBOR) approved a “Tenured and Tenure Track Instructional Workload Policy” to require each KBOR institution to prepare and implement a tenured and tenure track faculty instructional workload standard that at minimum shall be, “structured in accordance with the university’s Carnegie Classification” and is “measured in section credit hour or student credit hours” and is “defined on a per semester or per academic year time parameter.”

To communicate the breadth and depth of faculty workload at Kansas State University, including but not limited to instructional work, the task force developed a **Tenured and Tenure-Track Faculty Workload Policy**. Capturing the nature of faculty work is not an easy or precise task, especially in an institution as diverse as Kansas State University, with a mission that includes the work of Extension specialists, the College of Veterinary Medicine, and specialized programs that use studio, clinical, and other engaged learning. Moreover, our research, creative activity, discovery, innovation, and scholarship, engagement and service work take many forms and workload percentages.

That said, in accordance with KBOR policy, and in the spirit of providing a more comprehensive portrait of faculty effort, the Faculty Workload Task Force proposes the following policy to be added to the University Handbook as **Appendix Y: Tenured and Tenure-Track Faculty Workload Policy**.

Proposal:

University Handbook Appendix Y: Tenured and Tenure-Track Faculty Workload

Policy Purpose:

To establish the University-level workload policy for tenured and tenure track faculty for all Kansas State University campuses and reporting units. The workload reflects the University’s status as a research-intensive University.

Definitions:

- SCH is defined as “section credit hours” or the number of credits listed in the course catalog. See [University Handbook F115 and F115.1](#).
- ESCH means an “equivalent section credit hour,” which would need to be stipulated at college- and/or department-level documents.
- DAW means “different allocation of workload.” *

- A “Unit” or “academic unit” indicates an academic department.
- “University” refers to “Kansas State University.”

Policy:

Kansas State University holds the Carnegie Classification of R-1, meaning it is among the highly active graduate degree granting institutions in higher education. Faculty are leaders in research, creative activity, discovery, innovation, and scholarship. They are also active in the dissemination of knowledge in their respective disciplines. As a public land grant institution, Kansas State University also expects its faculty to produce engaged scholarly activity that contributes to the greater good on a global scale.

Acknowledging the complexity and diversity of faculty workload, and recognizing how workload affects Carnegie R-1 designation, Kansas State University offers the following guiding principle for PhD granting units tenured and tenure-track faculty on nine-month contracts with research and instructional responsibilities: a workload of 40 percent teaching, 40 percent research, and 20 percent service as these areas are described in [the University Handbook Section C.1-C7](#). Non- PhD granting units start with this baseline distribution of effort but would make modifications based on college expectations. In addition, it is understood that our workload in teaching, research, extension, and service may also include engaged scholarly activity, which would count as part of these percentages.

This guidance responds to a request for a policy that captures instructional workload, which is not simple when attending to the realities of faculty appointments. For instance, research and extension faculty regularly adjust these percentages to accommodate the demands of larger research projects and in the case of extension the needs of the communities they serve.

Colleges and departments should account for differing expectations in research, creative activity, discovery, innovation and scholarship, engagement, and service. In addition, departments should attend to the particularities of instructional workload like differences in class size and levels, instructional modalities, undergraduate mentoring, graduate student mentoring, advising hours, lab instruction, studio sections, and other applied or engaged learning activities in their policies. This will maintain flexibility and provide more accuracy in the measure of workload for faculty.

To measure faculty instructional workload, 40 percent teaching translates to the teaching of twelve section credit hour courses per academic year or equivalent contact hours including undergraduate mentoring, graduate student mentoring, advising hours, lab instruction, professional or continuing education, microcredentials, studio sections, and other applied or engaged learning activities.

To maintain flexibility, increase transparency, and measure these unique operations, **tenured and tenure-track faculty workload policies should be established in every college and school** and reported to the Provost for final approval. All approved workload policies will be published on the Provost Website. Each policy should contain the following:

1. **College Workload Expectation** as it relates to the University R-1 Carnegie Classification and the University guidance listed above. Each college or school shall explain its standard of workload expectations for teaching, research, extension, and service for tenured and tenure-track faculty. If it varies from the university guidelines, there should be a clear rationale based on the college's or school's goals, mission, and typical operations.
2. **Process for departments to establish and seek approval for workload policies if they require different measures from those established by the college.** While each college workload policy will establish a norm for tenured and tenure-track faculty workload measurement, there may be instances when an academic unit requires other measures of time and effort. Upon approval by the school or college Dean, these policies should be added to the Departmental Evaluation, Promotion, and Tenure Guidelines / Documents and submitted to the Provost's office for final approval.

If a faculty member requires a different allocation of workload than that established by the college /school or department workload policy, the guidelines and process follow below.

Guidelines & Process for Establishing Different Allocations of Workload for Individual Faculty:

Kansas State University recognizes that the specific contributions of tenured and tenure-track faculty members to a unit's mission may vary depending on individual strengths, career stage, performance, or unit needs. Accordingly, Kansas State University permits different allocations of workload, in accordance with KBOR policy and University policy on faculty evaluations, and in response to changing circumstances for faculty members or units.

In accordance with Section C of the University Handbook, proposals to establish different allocations of workload should be discussed during the annual review process, when supervisors review prior faculty performance and goals for the upcoming academic year. Either the faculty member or the department head/chair may initiate a discussion about a proposed different allocation of workload (DAW). However, a discussion about DAW may be initiated at any time that the faculty member's or the unit's circumstances change. For example, a faculty member who receives a new grant with funds to buy-out teaching may request a DAW to increase the allocation of effort for research, or a department head/chair facing unanticipated instructional needs may ask a faculty member to assume additional teaching responsibilities. In any case, discussions should occur at the earliest possible time so that appropriate arrangements can be made by the unit and/or faculty member for covering course offerings or other obligations.

The following guidelines outline the policy and process for establishing a different allocation of workload (DAW):

1. A DAW may be negotiated or reauthorized on a year-by-year basis. Those on research, sabbatical, or other leave may hold this conversation either prior to departing or at an agreed upon moment the semester prior to their return.

2. A DAW proposal may be initiated by the faculty member or department head/chair.
3. The unit's needs take precedence over the individual preference when making decisions to alter a faculty member's allocation of workload; such redistribution must be consistent with the best interests of the unit.
4. A DAW must reflect changes both in workload and in evaluation criteria. A reduction in one area—teaching, research, or service—must be offset by augmentation in another area.
5. To increase the workload allocation in an area, the faculty member must have a satisfactory record of performance in that area, as reflected in annual evaluations.
6. Normally, faculty members on DAW agreements should not reduce either their teaching or their research obligation to less than 10 percent. However, there may be exceptional cases when this is appropriate, for instance when faculty have grants or funded special projects. If a faculty is in a 100% research position as stipulated in their contract, they do not need to resubmit a DAW each year, but rather a department head would simply reaffirm that they remain in that position.
7. DAW adjustments should be reflected in annual evaluations and merit salary recommendations. Department criteria for promotion and tenure reviews should reflect how DAW adjustments will affect faculty evaluation. See university guidelines for implementation examples.
8. Schools and colleges may adopt school- or college-specific DAW guidelines and procedures for approval consistent with those outlined here.
9. Any changes in faculty allocation of workload must be approved by the department head/chair and must be documented in the faculty member's personnel file.
10. Elements of the DAW request shall include: the current and proposed FTE for teaching, research, and service; rationale for the reallocation of effort; an effective period; and the endorsement of the appropriate administrator(s). All DAWs are reported and approved annually to the Dean's Office of the school or the college.
11. Conflicts between a department head and faculty member regarding DAWs should be directed to the appropriate member of the Dean's office.

*Policy process and guidelines for different allocation of effort modified from [University of Kansas Differential Allocation of Effort \(DAE\)](#) policy and [Tenured and Tenure-Track Faculty Teaching Workload](#) policy.