

## Academic Policy Committee Report Spring 2019

**Committee Members:** Leslie Day (BCHS), Deb Franko (Provost's Office), Dave Hagen (CPS), Dori Mazor (CAMD), Nicol McGruer (COE), Robert McOwen (COS), Daniel Noemi Voionmaa (CSSH), Gary Young (DMSB)

*Charge 1: The APC, in collaboration with the Provost's Office, shall provide an assessment of the workload policy implementation to the Faculty Senate, focusing on how well each workload policy adheres to the process and guidelines provided by the adopted Workload Policy documents and how effectively each policy has been implemented in the unit.*

We began by asking all committee members to review the workload policies of the units in their colleges and look for adherence to the Faculty Workloads statement in the Faculty Handbook and the *Criteria for the Development and Display of Full time Faculty Workload Policies at Northeastern University* that was passed by the Faculty Senate in April 2017. However, since this is the first year that they are in place, we felt it is too early this year to determine "how effectively each policy has been implemented." In addition, we learned from the Senate Agenda Committee that part of the reason this charge was given to the APC this year was to determine whether workload policies had been developed by the faculty in the unit, not just approved by them in a vote. We discussed the best way to do this and we settled on a faculty survey that asks how strongly they agree or disagree with the following three statements:

1. The workload policy was developed by the faculty in my department/group rather than being controlled by my Program Director/Chair/Dean.
2. I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process.
3. I am satisfied with the outcome of the process.

Overall, 389 faculty replied to the survey for a response rate of 26.2%. The results showed quite a bit of variation across the colleges. For example, the Law School showed very strong agreement with all three statements, while COS and Khoury showed fairly strong agreement. On the other hand, CAMD and CPS showed very strong disagreement with the statements, while CSSH and DMSB showed some disagreement. The full results of the survey including comments may be found in the Appendix to this Report.

We **recommend** that

- a) All Deans review how the workload policies of their departments were developed, with an eye towards faculty participation and satisfaction with the process.
- b) Next year the APC look at the effectiveness of the implementation of the workload policies.

*Charge 2: The APC shall consider extending administrator review to additional categories of administrator that fall within the current AEOC process, and possibly propose appropriate review processes.*

As background, there are currently 39 Administrators (11 Deans and 28 Department Chairs) that are reviewed by the Administrator Evaluation Oversight Committee. Using college organizational charts, we searched for additional faculty with administrative appointments who might benefit from faculty input during performance review. We found two groups of such academic administrators: 38 individuals with titles such as “Associate Dean” who report directly to the Dean; and 39 individuals with titles such as “Program Director” who are considered as equivalent to a “Unit Head.” (See the Review Chart in the Appendix to this Report.)

We felt that including all 38 Associate Deans, etc in the AEOC’s review would be too many. Besides, the priority should be for those whose role involves direct contact with and impact on the faculty in the College. The Dean knows who these people are and may know best how to obtain faculty input into their annual review. So we decided to leave their annual review with their college and just recommend that faculty input be obtained as part of their annual review.

On the other hand, amongst the 39 Unit Head Equivalents, we identified 12 who function as Department Chairs in many ways. We felt that adding this number to the AEOC review would not be too burdensome.

Therefore we propose the following Senate Resolution:

**Whereas there are a number of faculty with administrative appointments who might benefit from faculty input during performance review,**

**Be it resolved that the Senate recommends that deans identify their administrative appointees who interact regularly with faculty and for whom faculty input would be valuable as part of their annual review, with the mechanism(s) for this faculty input left to the dean’s discretion. The Administrator Evaluation Process is an option for those administrative appointees whose function is similar to that of department chair.**

*Charge 3: The APC shall review the relationship of the experiential PhD programs to existing PhD programs, and, if appropriate, make recommendations for improved alignment.*

According to the academic plan, Northeastern 2025 “will infuse global experiential learning into doctoral education ... and will help PhD students integrate the value and application of their research by enabling them to learn in environments where their disciplines are ‘in action’ in the world.”\* Northeastern's Experiential PhD website states that “Northeastern is one of the only universities in the world to offer all PhD students experiential learning opportunities outside of their primary research group.”\*\*

Our committee had several conversations with Sara Wadia-Fascetti, Vice-Chancellor for the PhD Network. We learned that the “experiential PhD” is a current (or anticipated) component of existing degree programs rather than a separate kind of program, and thus the language of our original charge requires modification. However, given that the experiential components currently vary significantly between graduate programs, and that additional experiential elements will be incorporated into PhD programs under the 2025 plan, we recommend that the University establish the following guidelines for the development and/or expansion of experiential elements.

Our committee **recommends** that guidelines be developed by the administration and faculty to:

- a) Establish an upper limit for the duration of off-campus experiential learning opportunities;
- b) Ensure that new experiential degree components do not detract from or displace existing requirements that program directors consider important for PhD training;
- c) Provide guidance on conflicts of interest that may arise during an experiential Ph.D.

And we further **recommend** that program leaders:

- d) Create mechanisms to ensure that students receive ongoing faculty mentorship and are progressing towards clearly defined research goals;
- e) Define criteria for establishing, vetting, and evaluating experiential learning partnerships.

\*<https://www.northeastern.edu/academic-plan/plan/>

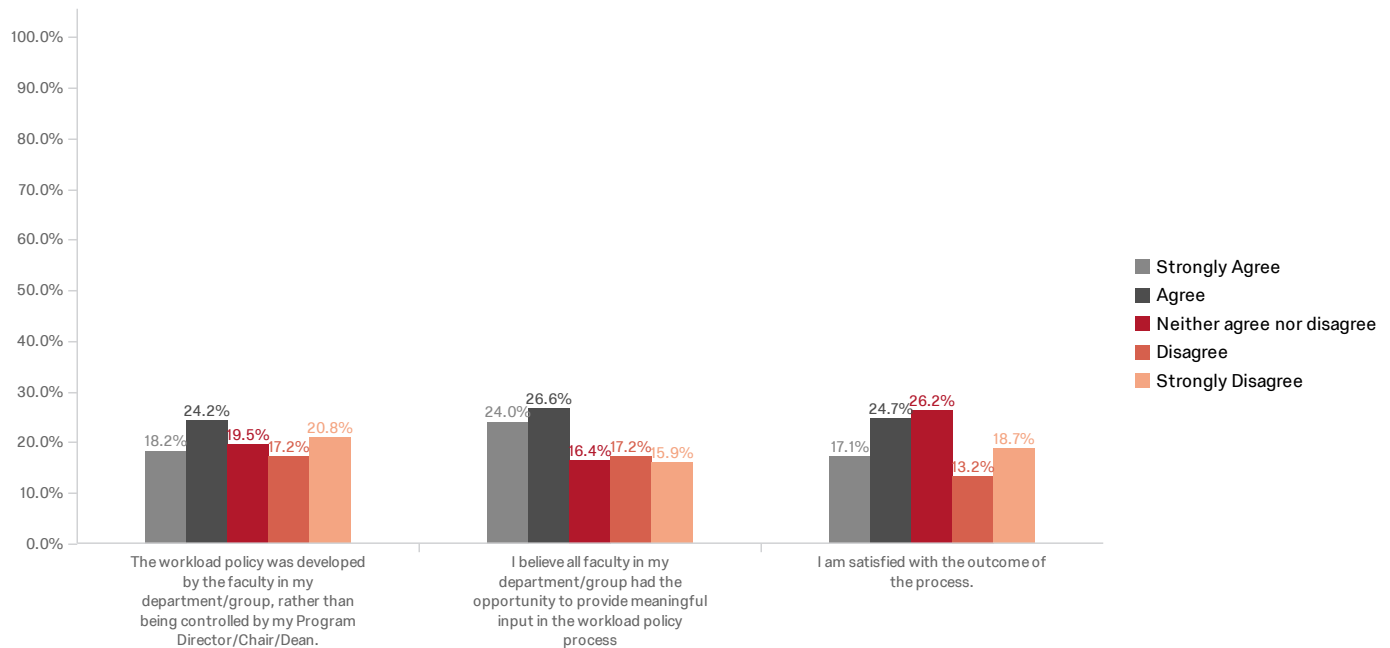
\*\* <https://phd.northeastern.edu/experientialphd/>

# Workload Survey Overall

## Workload Survey

April 16, 2019 9:34 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	3.02	1.41	1.98	384
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	3.26	1.40	1.97	384
3	I am satisfied with the outcome of the process.	1.00	5.00	3.08	1.34	1.81	385

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	18.23% 70	24.22% 93	19.53% 75	17.19% 66	20.83% 80	384
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	23.96% 92	26.56% 102	16.41% 63	17.19% 66	15.89% 61	384

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	17.14% 66	24.68% 95	26.23% 101	13.25% 51	18.70% 72	385

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

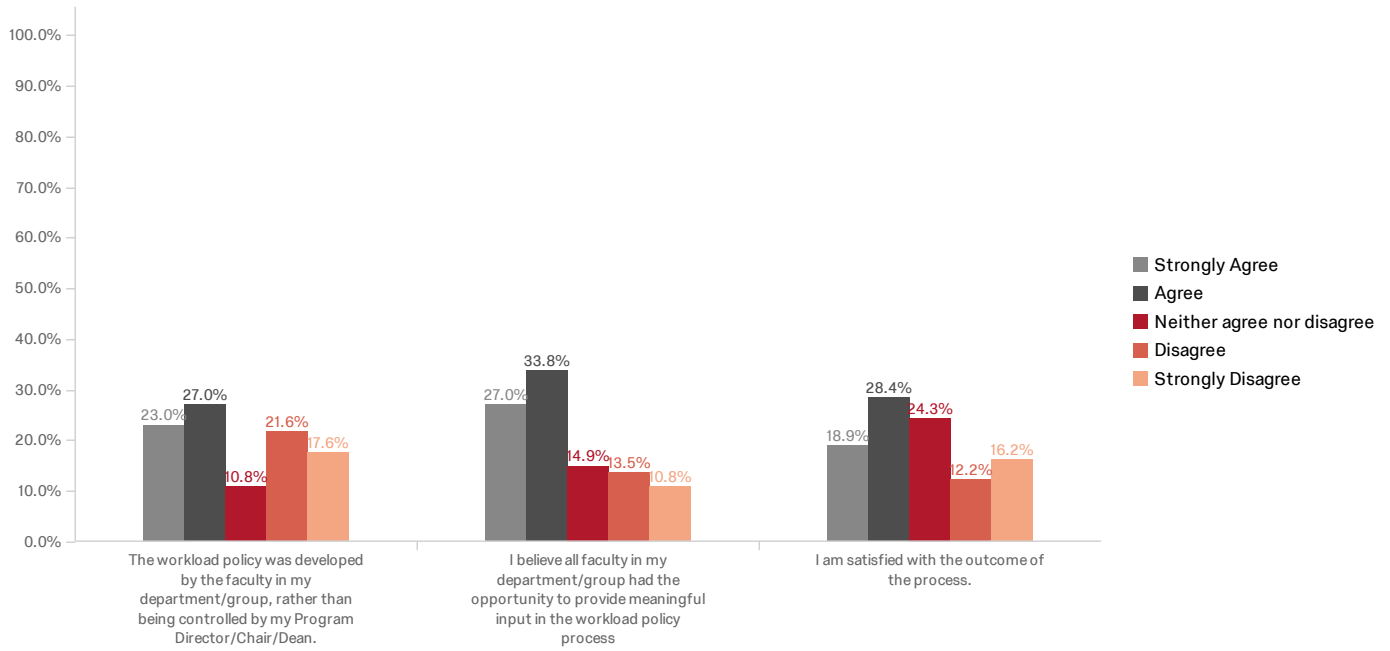
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# Bouve

## Workload Survey

April 16, 2019 9:37 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	3.16	1.44	2.08	74
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	3.53	1.31	1.71	74
3	I am satisfied with the outcome of the process.	1.00	5.00	3.22	1.33	1.76	74

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	22.97% 17	27.03% 20	10.81% 8	21.62% 16	17.57% 13	74
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	27.03% 20	33.78% 25	14.86% 11	13.51% 10	10.81% 8	74

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	18.92% 14	28.38% 21	24.32% 18	12.16% 9	16.22% 12	74

Showing rows - 3 of 3

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

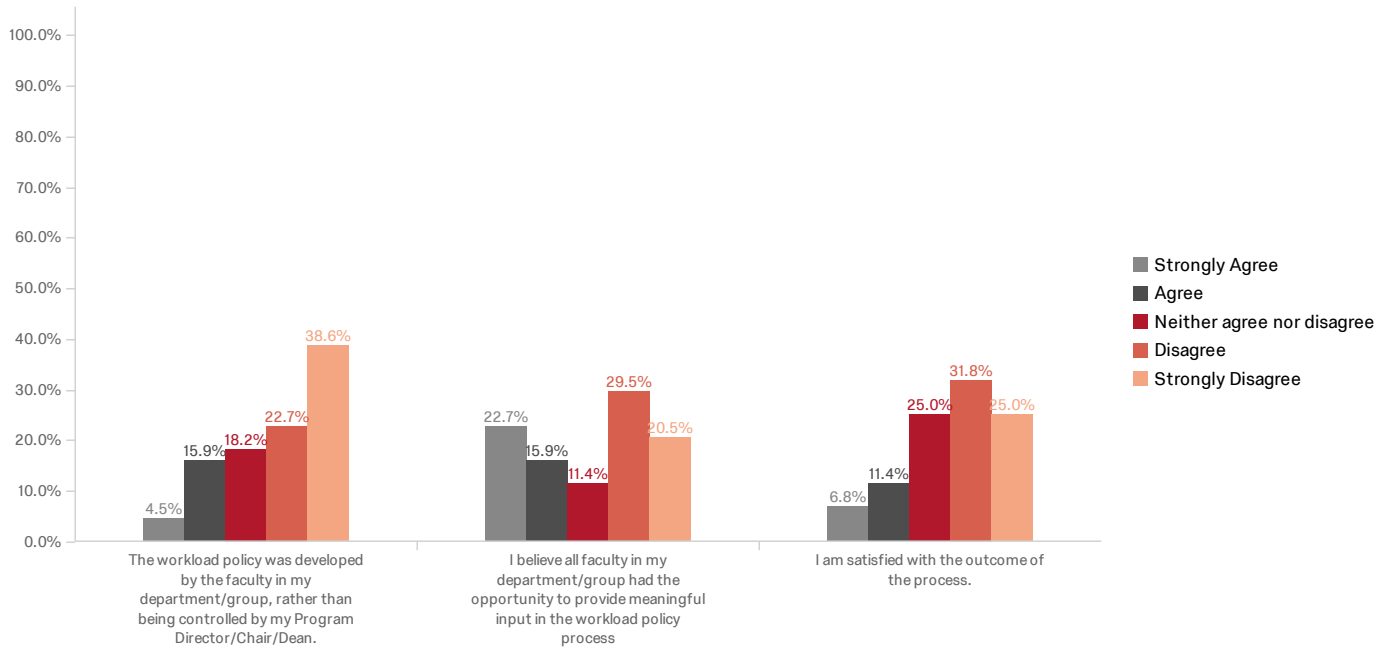
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# CAMD

## Workload Survey

April 16, 2019 9:37 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	2.25	1.25	1.55	44
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	2.91	1.47	2.17	44
3	I am satisfied with the outcome of the process.	1.00	5.00	2.43	1.18	1.38	44

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	4.55% 2	15.91% 7	18.18% 8	22.73% 10	38.64% 17	44
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	22.73% 10	15.91% 7	11.36% 5	29.55% 13	20.45% 9	44



#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	6.82% 3	11.36% 5	25.00% 11	31.82% 14	25.00% 11	44

Showing rows 1 - 3 of 3

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

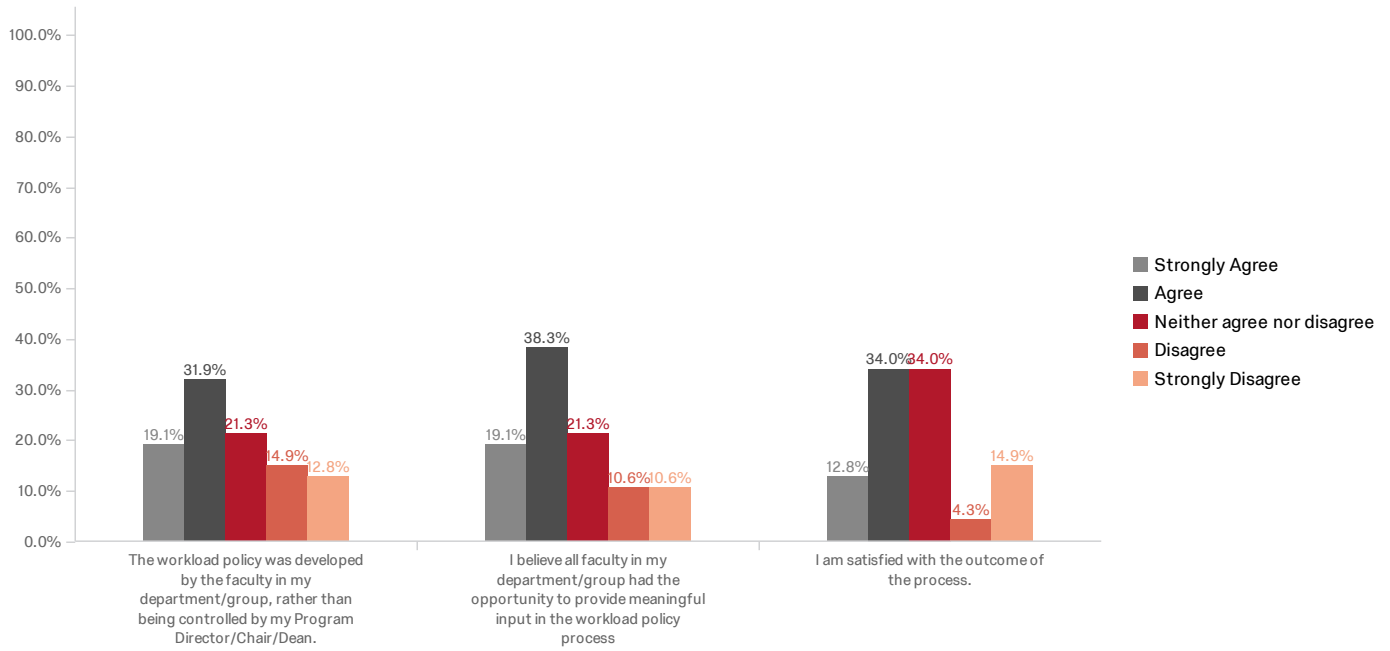
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# COE

## Workload Survey

April 16, 2019 9:38 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	3.30	1.29	1.66	47
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	3.45	1.22	1.48	47
3	I am satisfied with the outcome of the process.	1.00	5.00	3.26	1.19	1.42	47

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	19.15% 9	31.91% 15	21.28% 10	14.89% 7	12.77% 6	47
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	19.15% 9	38.30% 18	21.28% 10	10.64% 5	10.64% 5	47

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	12.77% 6	34.04% 16	34.04% 16	4.26% 2	14.89% 7	47

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

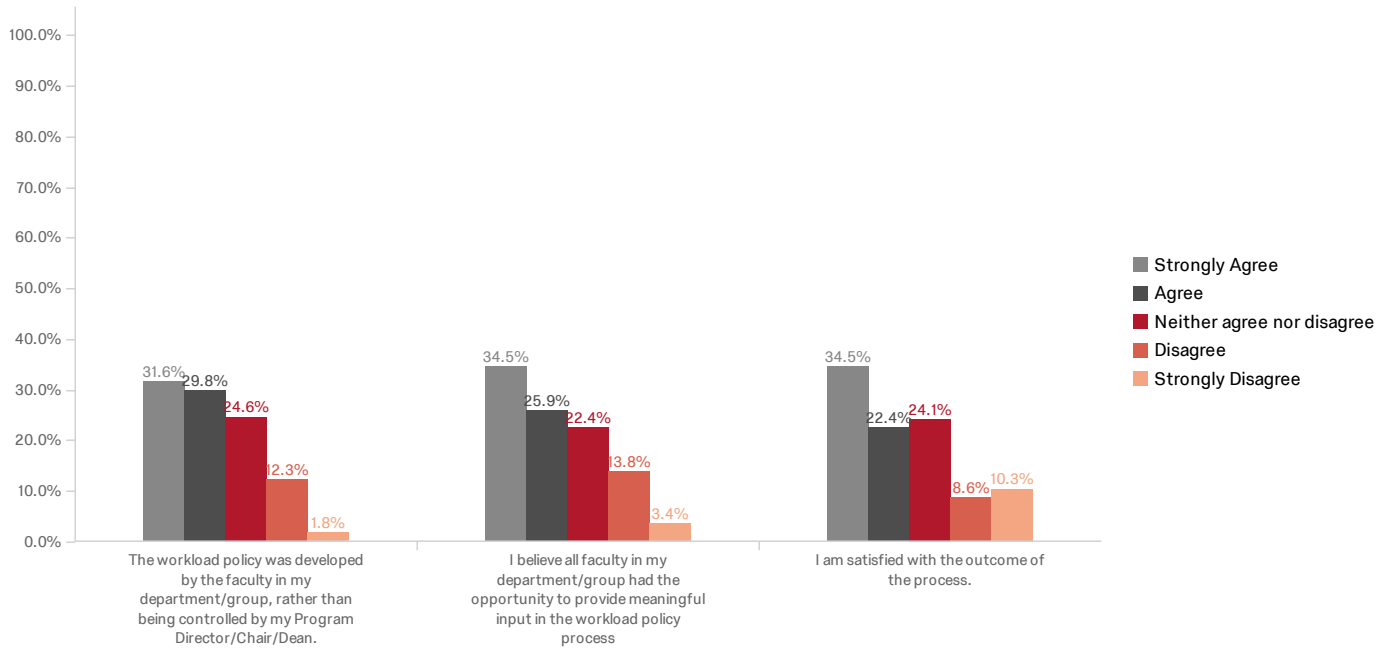
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# COS

## Workload Survey

April 16, 2019 9:38 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	3.77	1.08	1.16	57
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	3.74	1.17	1.36	58
3	I am satisfied with the outcome of the process.	1.00	5.00	3.62	1.31	1.72	58

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	31.58% 18	29.82% 17	24.56% 14	12.28% 7	1.75% 1	57
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	34.48% 20	25.86% 15	22.41% 13	13.79% 8	3.45% 2	58

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	34.48% 20	22.41% 13	24.14% 14	8.62% 5	10.34% 6	58

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

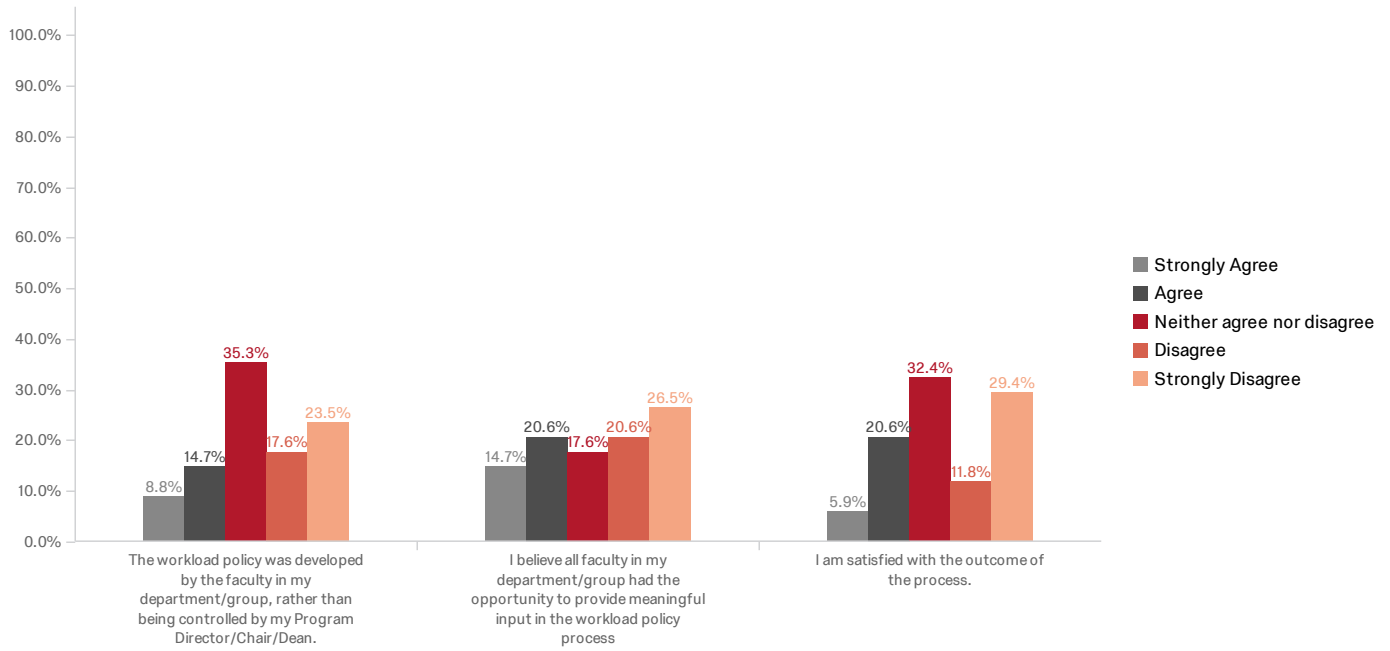
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# CPS

## Workload Survey

April 16, 2019 9:39 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	2.68	1.23	1.51	34
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	2.76	1.42	2.00	34
3	I am satisfied with the outcome of the process.	1.00	5.00	2.62	1.26	1.59	34

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	8.82% 3	14.71% 5	35.29% 12	17.65% 6	23.53% 8	34
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	14.71% 5	20.59% 7	17.65% 6	20.59% 7	26.47% 9	34

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	5.88% 2	20.59% 7	32.35% 11	11.76% 4	29.41% 10	34

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

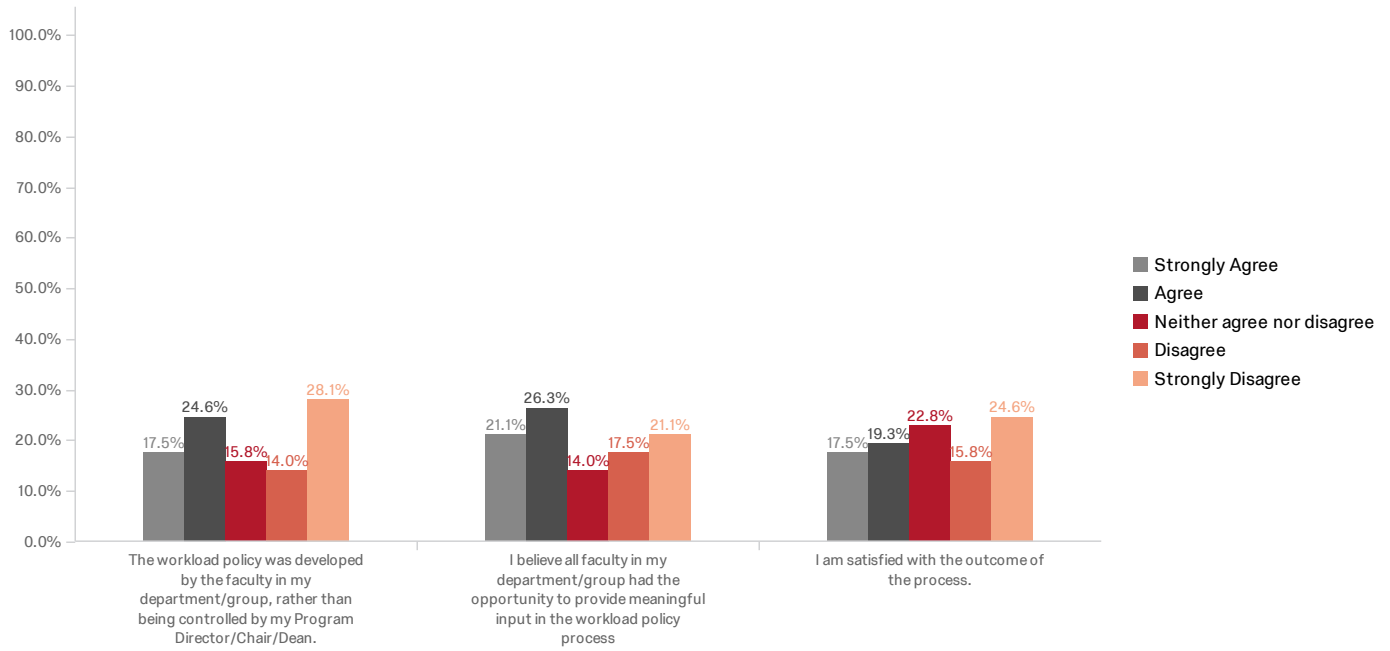
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# CSSH

## Workload Survey

April 16, 2019 9:39 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	2.89	1.48	2.20	57
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	3.09	1.45	2.12	57
3	I am satisfied with the outcome of the process.	1.00	5.00	2.89	1.42	2.02	57

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	17.54% 10	24.56% 14	15.79% 9	14.04% 8	28.07% 16	57
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	21.05% 12	26.32% 15	14.04% 8	17.54% 10	21.05% 12	57



#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	17.54% 10	19.30% 11	22.81% 13	15.79% 9	24.56% 14	57

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

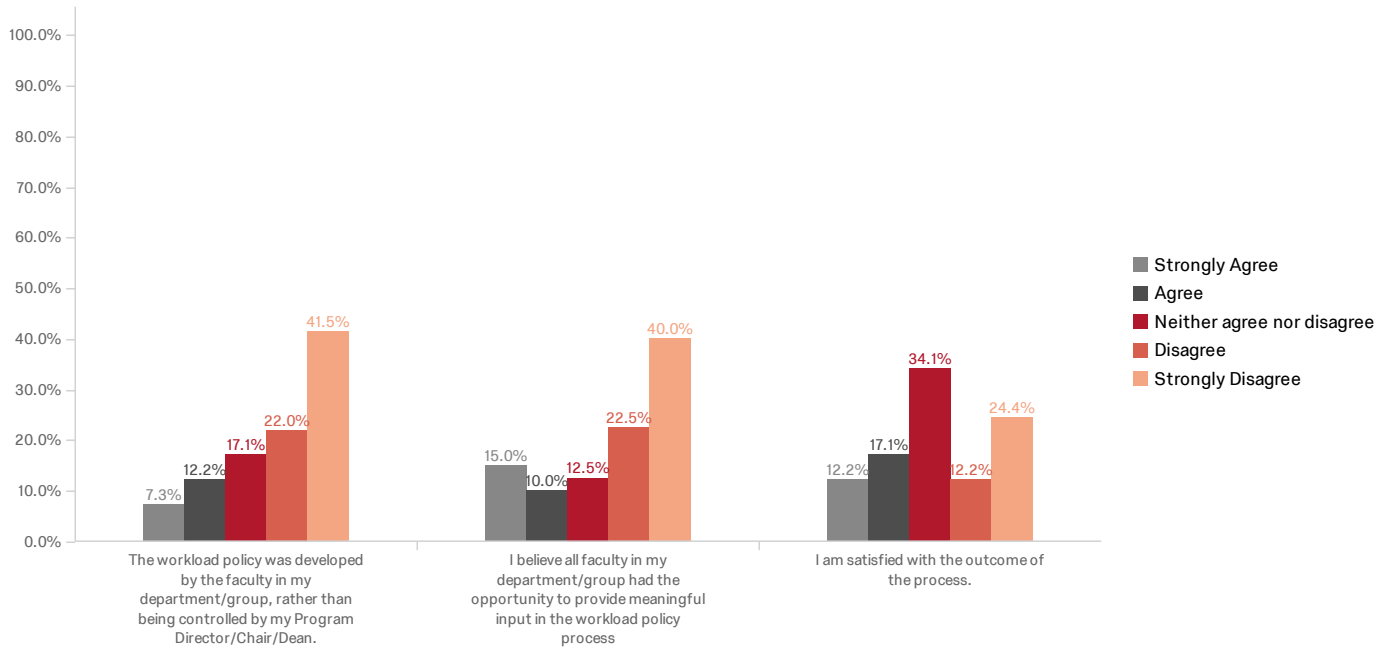
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College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
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CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# DMSB

## Workload Survey

April 16, 2019 9:40 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	2.22	1.30	1.68	41
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	1.00	5.00	2.38	1.46	2.13	40
3	I am satisfied with the outcome of the process.	1.00	5.00	2.80	1.31	1.72	41

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	7.32% 3	12.20% 5	17.07% 7	21.95% 9	41.46% 17	41
2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	15.00% 6	10.00% 4	12.50% 5	22.50% 9	40.00% 16	40

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	12.20% 5	17.07% 7	34.15% 14	12.20% 5	24.39% 10	41

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

#### Response rates by college

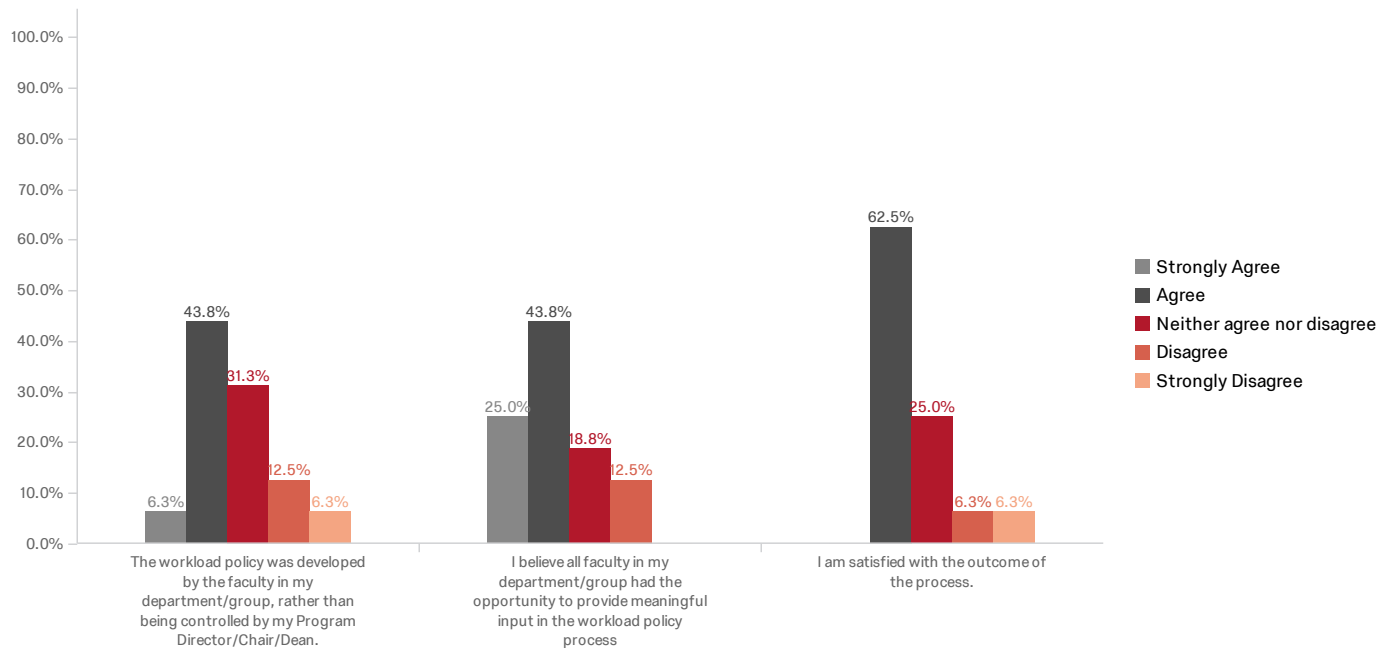
College/School	Total population	Total responses	Response rate
Bouve College Health Sciences	193	74	38.3%
College of Arts, Media and Design	150	45	30.0%
College of Engineering	243	47	19.3%
College of Science	231	58	25.1%
College of Social Sci. + Humanities	244	58	23.8%
CPS	83	35	42.2%
D'Amore-McKim School of Business	186	42	22.6%
Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# Khoury

## Workload Survey

April 16, 2019 9:41 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	3.31	0.98	0.96	16

2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	2.00	5.00	3.81	0.95	0.90	16
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3	I am satisfied with the outcome of the process.	1.00	4.00	3.44	0.86	0.75	16
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#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
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1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	6.25% 1	43.75% 7	31.25% 5	12.50% 2	6.25% 1	16
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2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	25.00% 4	43.75% 7	18.75% 3	12.50% 2	0.00% 0	16
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#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	0.00% 0	62.50% 10	25.00% 4	6.25% 1	6.25% 1	16

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
D'Amore-McKim School of Business	42	10.8
Khoury College of Computer Sciences	16	4.1
School of Law	14	3.6
<b>Total</b>	<b>389</b>	<b>100.0</b>

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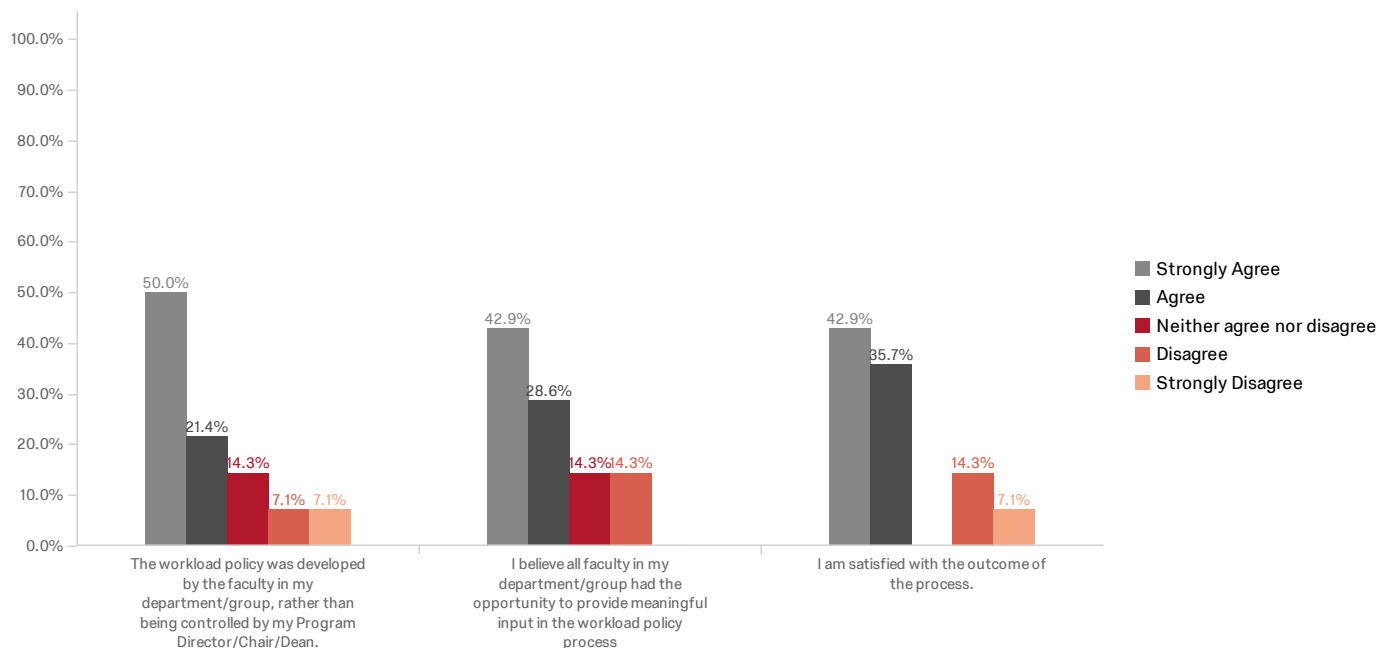
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Khoury College of Computer Sciences	105	16	15.2%
School of Law	49	14	28.6%
<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

# Law

## Workload Survey

April 16, 2019 9:41 AM EDT

Please indicate the degree to which you agree or disagree with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	1.00	5.00	4.00	1.25	1.57	14

2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	2.00	5.00	4.00	1.07	1.14	14
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3	I am satisfied with the outcome of the process.	1.00	5.00	3.93	1.28	1.64	14
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#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
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1	The workload policy was developed by the faculty in my department/group, rather than being controlled by my Program Director/Chair/Dean.	50.00% 7	21.43% 3	14.29% 2	7.14% 1	7.14% 1	14
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2	I believe all faculty in my department/group had the opportunity to provide meaningful input in the workload policy process	42.86% 6	28.57% 4	14.29% 2	14.29% 2	0.00% 0	14
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#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
3	I am satisfied with the outcome of the process.	42.86% 6	35.71% 5	0.00% 0	14.29% 2	7.14% 1	14

#### Distribution of responses

	Count	Percent
Bouve College Health Sciences	74	19.0
College of Arts, Media and Design	45	11.6
College of Engineering	47	12.1
College of Science	58	14.9
College of Social Sci. & Humanities	58	14.9
CPS	35	9.0
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<b>Total</b>	<b>1484</b>	<b>389</b>	<b>26.2%</b>

College/School	Tenure Status	Feel free to add comments regarding the above statements:
Bouve College Health Sciences	Faculty Non-Tenure Track	Ultimately it was a vice provost who had the final say on the workload policy.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	Our workload policy was sent to the Provost without approval by the faculty.
Bouve College Health Sciences	Faculty Non-Tenure Track	There is a great deal of concern regarding the equity of workload across our College. Our department knows that our faculty have a much heavier teaching and service load than faculty in other departments across our College and the university although our student numbers are the highest in our College. It is definitely creating dissatisfaction due to lack of transparency.
Bouve College Health Sciences	Faculty Non-Tenure Track	Policies pertaining to workload, merit, etc. should be developed with enough time to allow adequate discussion. We were rushed into creating a workload policy and it would be better for administration to allow additional time for us to complete this.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	The important thing is to get the job done (teaching, research, service) and treat professors like professionals rather than lower morale by adding more bureaucracy. NU high school. Read the outside report on the COS, which applies to the entire university.
Bouve College Health Sciences	Faculty Non-Tenure Track	Approval process was rushed through and voted on without a quorum only to then sit on someone's desk for months before moving up to the Provost level.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	Our dean and interim dept chair did not seem to have carefully consulted the university policy. They did not follow the policy and process.
Bouve College Health Sciences	Faculty Non-Tenure Track	Our department does not fit the typical mold, so the expectations set forth by the provost's office do not work incredibly well for us, so we had to adapt, but it would be nice if there was a bit more flexibility where it is warranted, and those units have to justify why they need that added flexibility.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	Our unit has a good policy but the college has demands that are not appropriate nor are they enforced equitably across all units.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	The administration decided to enforce their own notions regarding workload, after the department, in good faith, developed its workload policy.
Bouve College Health Sciences	Faculty Non-Tenure Track	Honest confusion occurred about whether this workload policy applied to 9 or 12 month faculty.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	There were irregularities in the voting process in Bouve. For example, the Bylaws of the School of Pharmacy (unit in Bouve) do not allow voting of Interdisciplinary and Research faculty -- this is a violation of University Bylaws.
Bouve College Health Sciences	Faculty Non-Tenure Track	Select Faculty were invited to participate in the process, they constructed a policy that faculty voted on in the Dept. Then it went the Dean so she could edited it and then the previous and current Chair edited the document to what they wanted it to be with no regard for the input from Faculty.
Bouve College Health Sciences	Faculty Non-Tenure Track	The process was driven primarily by requirements from the provost and dean of the college. We had the ability to actually decide on matters of little importance.
Bouve College Health Sciences	Faculty Non-Tenure Track	It does seem like the demands on faculty continue to grow. Between multiple committee assignments, growing teaching responsibilities and scholarship expectations, it is hard to keep your head above water.
Bouve College Health Sciences	Faculty Non-Tenure Track	While the process was led by committee, I felt it was strongly steered by the chair. This was approved by the faculty and then changed by the dean and sent back for our "approval" later
Bouve College Health Sciences	Faculty Non-Tenure Track	I do not truly believe that there is equity in the way the workload policy is applied to faculty across our department; however, this is less an issue of/about the workload policy and more about departmental policies related to the workload policy.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	As you might have already have considered, these results may be very different depending upon one's college. We had the unfortunate experience of our chair and dean implementing a workload policy, which had neither the faculty's nor Provost's approval at the time it was implemented.
Bouve College Health Sciences	Faculty Tenured/Tenure Track	a little worse than a joke
Bouve College Health Sciences	Faculty Tenured/Tenure Track	Faculty input was largely ignored. A number of faculty just went along with whatever policy was generated. Their thinking was that this was an administratively driven exercise that was not really under faculty control. Other faculty tried to contribute but their input was rejected by the College Dean who reviewed interim drafts of a policy. Only after the policy was changed to comply with administrative (Provost's) standards was it finally approved, but by that point it was no longer a policy the faculty supported.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	A flawed and futile exercise in the "independence" of each unit
College of Arts, Media and Design	Faculty Tenured/Tenure Track	It seems to me that our current workload policy (which was drafted by a committee of faculty members from different ranks, with input from the full faculty) is better than what existed previously with regard to ensuring equity of workload distribution and performance review. It has proved challenging to implement, however, for faculty who have been in their position for some time, and for whom it represents a change in expectations.
College of Arts, Media and Design	Faculty Non-Tenure Track	The process was formed by a small number of faculty, 2, and information about it was not communicated effectively to the rest of the faculty
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The faculty in my department wrote a great policy in a fair and open process. It was a triumph of collegiality and shared governance. It disappeared up the ladder to the college and came back with absurd comments. We made several rounds of changes under protest, and then he policy disappeared to the university level and has not been seen since. Our chair does not seem to remember there is such a policy, much less following it! This was a significant disappointment. I have always understood the goal of the senate resolution as a way to provide transparency and protect faculty, however, I came to recognize that our college (CAMD) was using this as an opportunity to exert even more control over our department, faculty, and to limit academic freedom.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	faculty had the opportunity to add voices and spent considerable time crafting policy only to be told it needed to change to conform to college standard. If we needed to conform to college-wide standard, would have been good to know that from the outset instead of wasting precious time.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	I have no idea what the work load policy is in my department.



College of Arts, Media and Design	Faculty Tenured/Tenure Track	My concerns with the process were: / / 1. The Senate resolution spoke of transparency and fairness, not about "research inactive re-allocation". It spoke of agreement between the department and Provost within a "reasonable" amount of time, without any specificity. / 2. The administration did not specify deadlines for iteration of feedback and approval. Additionally, the administration was given the upper hand by the Senate such that if agreement between the department and administration was not reached, administration could force one upon the department. / 3. This ambiguity was then exploited and abused by way of last minute changes to the policy by the administration under a forced deadline and with the threat of having the existing work ignored. /
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The workload policy was given to us by the dean's office. It was a sample template from Biology. We were asked to simply swap out "biology" for our department. I do not feel a part of the "management" of the university, as we were told no to a number of our suggestions to adapt the policy to our field/workloads.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The Senate resolution spoke of transparency and fairness, not about tenure demotion--not making it punitive. This is concertive control. If you have a problem with a professor then administration should follow proper channels and address it, not faculty who may not even be at the same rank. The research inactive re-allocation is clearly a threat. It spoke of agreement between the department and Provost within a "reasonable" amount of time, without any specificity. / / The administration did NOT provide a timeline for iteration of feedback and approval. The process was completely disorganized at the CAMD Deans office in the final hours. Out of the blue, we received emails that we needed an immediate vote on an unfinished document that the faculty was not happy with "or else the provost would do it for us." We didnt even have time for a faculty meeting and discussion. We had to do an electronic vote. CAMD changed to original date we were given at the last minute. So either the Provost changed the date and forced all the colleges to get them the document within 24 hours or CAMD was a fault. The entire process was soured by this show of force. What for? What was the hurry to move it up a few weeks? This is a common used tactic in organizations to threaten and intimidate employees. We felt the pressure and enough faculty voted to push it through. Additionally, the administration was given the upper hand by the Senate such that if agreement between the department and administration was not reached, administration could force one upon the department. Also, the faculty Senate gave the upper hand to administration saying that they could veto any document they wanted. It was suppose to be from our department. We sent in our first draft and CAMD then sent it back and said "it has to be this exact template". Why not give us the template in the first place? The committee spent months developing the policy, we spent faculty meetings discussing it. It was a waste of time. This kind of thing burns employees out and makes them feel powerless. If the workload policy is going to be developed and implemented by the Deans office, then dont make a fake show of saying it comes from the departments. Save us all the time, energy, and frustration. /
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The Dean's office controlled the entire process. We had a committee of faculty who attempted to mold our workload policy to the example from Biology (provided to us by the Dean). While our faculty contributed by working to design a policy that fits the culture and scholarship expectations for our Department, the Dean's office would continue to kick it back saying that it did not adhere to the model. To summarize our experience, we were "free" to create our own as long as it fit the exact model the Dean wanted. My personal feeling is that it is useless to think we really contribute to anything here at NEU. The Dean appoints people to be on committees and then will not accept what we offer until it matches what she wanted in the first place: "You can do what you want as long as you do it like this." Now when I am on a committee I don't do any real work because I know it's pointless - and the workload policy was a pointless and frustrating exercise that took valuable time away from research productive faculty. I am from CAMD.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The policy was developed by the faculty, but managed intensely by the Dean.
College of Arts, Media and Design	Faculty Non-Tenure Track	Our department assigned a committee to develop our workload policy. In the end our proposed policy was not accepted by the Dean. The outcome didn't incorporate our input.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The faculty input in this process was seen as a ruse. We spent extensive time as a faculty thoughtfully considering what would be an equitable and transparent policy only to have it rejected by the Dean's Office. The Dean's Office then provided a template from a department in another college with dissimilar publication requirements and processes. It was yet another example of work required of faculty which is then ignored or disregarded. These are examples of requirements handed down from upper-administration that create busy work and subsequently contribute to what is a demoralizing work environment, especially relative to issues purportedly requiring or benefiting from faculty input or governance.
College of Arts, Media and Design	Faculty Non-Tenure Track	This process was a sham. There was no meaningful discussion. The Dean basically told our Chair that we either vote on what was provided or else it would be decided for us. The record number of abstains in the votes reflects this. Usually measures we discuss and vote upon in our department get a unanimous vote YES because we have a good process of deliberation and socialization of a policy or initiative before we vote on it. So the workload policy was in the end imposed on us, we did not really develop it.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	My department drafted a proposal that met all the standards established by the Faculty Senate. The department discussed it at several faculty meetings, pre-presented it to the Associate Dean for feedback, and then voted to adopt it unanimously. Less than a week before the deadline to submit to the Provost, the same Associate Dean who had previously raised no objections forced us to accept boilerplate language eviscerating the substance and spirit of our document and process. We had previously been shown the model language as just that--a model--but apparently it was a mandate, written by the dean. The entire thing was a charade. My department was deeply disillusioned by the process.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	We were told that many of the most important parameters of the workload policy were set at higher administrative levels (such as the Provost's Office) and were not up for debate or change at the Departmental level.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	The policy was developed initially by the Dept. committee; however, substantial edits were called for by the College. These changes included removing any positive incentives and making the policy punitive. We were then told that the changes called for by the College had to be approved in a short window that left little time for debate amongst the faculty. As I understand it, we were told to approve these changes or the College would write and substitute their own policy without input from the faculty. This left us little choice but to approve the changes. This was a deeply dissatisfying process.

College of Arts, Media and Design	Faculty Tenured/Tenure Track	The implementation of the workload policy in the my department's most recent merit review was absurd. That is, it would be, by any reasonable measure, virtually impossible to attain a ranking of exceptional in any one of the three areas being evaluated. For one to achieve excellent in all three would be superhuman. Forget about exceptional. If the point of this is to demoralize and disincentivize faculty by undervaluing their accomplishments and contributions, then it worked exceedingly well. If not, then this policy, or at least its implementation, needs to be seriously reconsidered.
College of Arts, Media and Design	Faculty Non-Tenure Track	The workload policy was developed by the faculty in my department but the ultimate decision will be made at the Dean's discretion. The Dean's control looms over the entire process. I cannot comment on my own satisfaction as the process is still ongoing.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	Many of our department's faculty were upset by the timing of the workload policy deadlines. They felt they were being pressured to submit without having a chance to review and discuss the documents. In short, they felt the process was rushed by the administration.
College of Arts, Media and Design	Faculty Tenured/Tenure Track	While we had opportunities to give feedback, our dean overruled our realistic concerns with balance and fairness in the policy. In the end, the policy did not address major issues such as inequitable teaching, research, and service responsibilities for various ranks, as well as differences in our workload, relative to the workloads of peers in other colleges.
College of Engineering	Faculty Tenured/Tenure Track	A bogus public workload policy was created by the Dean and forced on the faculty. The department created their own internal version, which is used for assigning teaching. The fact we had to have two policies clearly shows the weakness of the COE administration.
College of Engineering	Faculty Non-Tenure Track	The expectations for research faculty versus non tenure track faculty are not well established and are the reason the non tenure track faculty are trying to unionize. It would be great if you would actually listen to the non tenure track faculty so a unionization vote wasn't even necessary. // And pay the teaching faculty what they're worth, already. Not \$30k less than the research faculty.
College of Engineering	Faculty Tenured/Tenure Track	I am a fairly engaged faculty member. I don't remember a discussion about workload policy in my department.
College of Engineering	Faculty Tenured/Tenure Track	The workload breakdown is too amorphous to have an real meaning. What type of work week would this be based on? The expectations seem to be publish in high impact journals, apply to at least \$4M of external funding a year, focus on teaching to beat the college average on Trace, and seek visibility in your scientific and broader community. Do everything, do it well. The percentage breakdown doesn't equate to time or effort, but I do feel I had the opportunity to contribute to these meaningless metrics.
College of Engineering	Faculty Non-Tenure Track	I like the idea of a workload policy in principle, but in order to have the policy be broad enough to apply to everyone, it became vague enough to lose most of its meaning. I'm not sure if there's a great solution to this trade off.
College of Engineering	Faculty Non-Tenure Track	As a minority Full Time teaching faculty in my department, I felt I needed to agree to adding research to my workload even though I am not given time or resources to perform these roles and responsibilities in my current position.
College of Engineering	Faculty Tenured/Tenure Track	To be honest, I cannot remember a workload policy being discussed in any detail during a faculty meeting. It's possible I missed the meeting when it happened.
College of Engineering	Faculty Tenured/Tenure Track	It's not clear how current or future teaching workload policy correlates with merit review. For some departments, the two are not aligned.
College of Engineering	Faculty Tenured/Tenure Track	It was determined by our previous chair and had not much time to discuss.
College of Science	Faculty Tenured/Tenure Track	I am a 50/50 appointee between two different colleges. In the past both departments expected full participation, which doubled my service workload, and I the new workload policies in my departments do not appear to change my situation significantly.
College of Science	Faculty Non-Tenure Track	I don't really know anything about it...
College of Science	Faculty Tenured/Tenure Track	The workload policy in my unit is fair and probably the best we can do. The problem is that no set of workload rules will cover all the bases. If our goal is to provide the BEST undergraduate education to our students, then some flexibility and creativity must be allowed. We need to TRUST our chairs and committees to make the best overall decisions. I'm not sure that climate has been established.
College of Science	Faculty Non-Tenure Track	I'm happy to see that we now have a clearly articulated workload policy.
College of Science	Faculty Tenured/Tenure Track	In my opinion, departments were required to codify their workload requirements before receiving adequate guidance from the college and university. As a result, there appears to be strong variation in workload requirements across departments and in terms of outcomes. I was on the committee to produce our workload requirements and am still unsatisfied with the outcome; in part, because standard workload distributions among TTF and NTT faculty vary widely in our department. // In my view, the university and college should establish clear and fair guidelines around workload expectations (rather than unit/department specific guidelines) and then ask the departments to develop ways of evaluating these requirements again.
College of Science	Faculty Non-Tenure Track	Assignment of administrative duties for non-tenure track teaching faculty do not equal the teaching release.
College of Science	Faculty Tenured/Tenure Track	I believe there were requirements from the Provost's Office, which is not addressed in question 1, thus limiting local control.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	I feel this was dictated by the Provost. There was really very little room for meaningful faculty, chair, or dean input, though yes, it was made to look as if we have not seen the policy.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	The final documents prioritize peer-reviewed scholarship and completely marginalize applied work. Dean said this was necessary to maintain R1 status. But by incentivizing faculty exclusively toward peer-reviewed work, they are removing incentives for us to do applied work or work with municipal agencies and community based organizations, and it is often that applied work that creates the best opportunities for students to gain research experience. It's fine for the tenure documents and merit review to prioritize peer reviewed work and create financial incentives for faculty to do that type of work, but faculty should still have some freedom to pursue applied or community-engaged work and not be penalized for it with higher teaching loads.
College of Social Sci. + Humanities	Faculty Non-Tenure Track	I don't think our workload policy accurately reflects how much service many of us do (and how much is necessary), which makes it seem like maybe we aren't spending enough time in other areas, even though I believe many of us balance our time well.
College of Social Sci. + Humanities	Faculty Non-Tenure Track	A faculty committee prepared the workload policy, and the entire faculty reviewed it and provided feedback. The policy was then voted on in a Center meeting.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	It was imposed from above
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	This was a fair and open process--one that was available to all faculty to participate in meaningful ways. The Faculty Senate is an open forum, and the development of the policy was discussed and deliberated at length in the Faculty Senate.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	This was entirely top-down and faculty were not allowed to participate in any meaningful way. This does not have faculty support and was, I believe, a very flawed policy, poorly implemented.

College of Social Sci. + Humanities	Faculty Non-Tenure Track	I wasn't here when the workload policy was developed. But I know from attending a meeting last fall that visiting lecturers (like me) weren't allowed to vote on the proposal or changes made to it. Although the contracts of visiting lecturers are temporary, we should still be able to vote on policies like this that affect us, because our contract can be renewed for another year *and* we could be hired to be here for a longer term.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	I am a new faculty member and was not here when the new policy was drafted, discussed by current faculty/admin.
College of Social Sci. + Humanities	Faculty Non-Tenure Track	Our proposed workload policy was vetoed at least three separate times by either the dean or the provost. The entire exercise was a shame meant to apply a patina of "faculty governance" over the administrations's preferred outcome.
College of Social Sci. + Humanities	Faculty Non-Tenure Track	There was nothing "developed" by the faculty at all. The changes to the full-time faculty workload were ramrodded through my department by the Provost and Dean. Every time we offered alternatives, they were returned to us with the same outcome that the administration desired, and basically told to vote Yes or the workload would be developed without our approval. This happened at least three times. At no point did anyone above the chair (Dean, Provost, anyone else in upper admin) seem to recognize the kind of work being done in my program, and how that might not fit into the workload outlines they'd sent. Our input was requested and then dismissed; it tells me that upper administration does not actually value the work I do (which has always and will continue to include service.)
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	This process was highjacked from the Senate by the Provost's Office and it fell to the Dean's to enforce the fact and form of the policies. Our department policy was turned back THREE times to conform to the college model. I am concerned about the implications of this policy for many reasons: 1) it is a punitive rather than developmental model for faculty research. Where there are obstacles to faculty productivity the first line should be offering help and support. 2) It makes teaching itself punitive which is terrible for faculty and for students 2) it punishes those who have been most active in service, which in many units is burdensome, not fairly distributed, and not always voluntary; 3) variable loading makes it even harder to achieve the desired outcomes of encouraging scholarly productivity. It creates a system that is not easily reversible and therefore a self-reproducing caste system. 4) it is further erosion of the protections of tenure and part of concerted efforts by the university for reducing faculty power and self-governance. 5) This contributes further to a system of stars and drones. And, finally, 6) I am also very concerned about gender equity. How does this unintentionally impact those who have families, care for elder parents, or have other responsibilities that disproportionately fall upon women? I am very weary of top down policies being represented as coming from the units. We were, simply put, bullied and overruled.
College of Social Sci. + Humanities	Faculty Non-Tenure Track	Our faculty meetings devolved into "just do what they say because it's just going to be sent back to us anyway"; it was a demoralizing process as we all saw that the administration set up a process by which they had complete control over the terms of the final workload policy, but wanted the added benefit of saying that we had a role in creating it. It caused rifts within our own department as we clearly saw who which faculty were willing to throw the faculty under the bus to achieve the gains of the upper administration. The silver lining was that this process has galvanized those who were largely neutral about faculty unions.
College of Social Sci. + Humanities	Faculty Tenured/Tenure Track	It was made clear that the workload policy would be written for us from above if we did not write it in the way the dean's office wanted.
CPS	Faculty Non-Tenure Track	The workload policy, as it was devised for CPS, is excellent. The interpretation of the workload policy by associated admin is terrible.
CPS	Faculty Non-Tenure Track	In CPS, there was little, if any, engagement of the elected CPS Faculty Academic Council (FAC) in the process. Very little Council-wide deliberation took place, as the process was rushed through by a Dean who was clearly under great pressure to report a "consensus" back to the Provost. (There was a small group of hand-picked faculty who did discuss the proposal and made a recommendation.) Prior to the faculty voting, there was no explanation or discussion of the implications the 80-10-10 workload split. Only after the vote was completed, was the FAC informed by the Dean that there could be no new costs incurred as result of this 80-10-10 (teaching-service-scholarship) workload. Thus, faculty voted, thinking they were advocating for a workload that would, in fact, be implemented, rather than simply affirming a theoretical workload, that may have little basis in reality. / To this day, the faculty have not been asked if, indeed, 10% of their work time is scholarship/professional development, 10% service, and 80% teaching. If, in principle, there is to be an 80-10-10 workload, it is important to verify if this is how faculty are able to distribute their time. The teaching load in CPS remains quite heavy and likely far exceeds 80% of a faculty member's actual time. /
CPS	Faculty Non-Tenure Track	Despite the workload policy, the promotion committee appears to be favoring research/publications and not the workload of teaching and service set by the faculty of the program. It is disconcerting to see a faculty committee not account for the priorities of the teaching faculty workload policy in the program.
CPS	Faculty Non-Tenure Track	The workload policy was developed with input from faculty. It continues to evolve through the faculty governance process, resulting in greatly increased input from faculty.
CPS	Faculty Non-Tenure Track	Are you referring to the 80-10-10 workload policy? I do know a task force was formed to develop a policy. However, since the dean chairs and controls the governance committee in the school I work in, the committee is, in reality, powerless to make its own recommendations and decisions. Furthermore, there are no benchmarks set for hours in the service and professional development categories. Deans are still free to ask for unlimited service hours. The result is a faculty member who puts in far more than 10% time in service to the college because of fear of retaliation for saying no.
CPS	Faculty Non-Tenure Track	Last year, I voted affirmatively for a new policy for workload for non-tenure track faculty in the College of Professional Studies, which would include 10% of overall workload for service and 10% for professional development. I then found out when my determining my work load for AY18/19 with my supervisor, that I would only get 10% for a new category called "professional service." Prior to AY18/19, 10% of our workload was for "professional development." That means many (all?) of faculty in CPS still have a 90/10 workload (90% teaching and 10% for professional service). That is not what I voted for. Apparently the vote meant nothing, which makes me think it was all a formality to make it look like faculty had a say in the issue, but clearly we did not.
CPS	Faculty Non-Tenure Track	Early in the process of creating the workload policy for CPS, the dean made it clear to the committee assigned to formulate the workload policy that the document would have to be revenue neutral. This, in effect, left the committee with few, if any options to create a document that adequately addressed the issue of faculty workload. Also, the policy was approved by the dean - but the CPS faculty has not voted on it.
CPS	Faculty Non-Tenure Track	Policy and practice do not seem to coincide. It has been verbalized by various supervisors that overload compensation is no longer provided within the college. However, many faculty are offered this opportunity. This change in "policy" (which has never been written) has resulted in a significant decrease in salaries for many faculty and inequitable distribution of opportunities as well as income from those not selected for overload opportunities.

CPS	Faculty Non-Tenure Track	While CPS faculty did develop a policy and we all had input. However, we voted to approve the proposal for a change to an 80-10-10 distribution (as has been implemented elsewhere in the university), Dean Loeffelholz overrode this vote and rationalized our workload as is. This was deeply disappointing. thank you!
CPS	Faculty Non-Tenure Track	I was never shown a draft nor asked for my feedback on the workload policy for my department.
CPS	Faculty Non-Tenure Track	I am unaware of a workload policy.
CPS	Faculty Non-Tenure Track	The dean charged a workgroup of faculty across units (formed through a governance standing committee) and directed they write a policy that aligned with overall university policy and that would not change current workload policy in the college and be budget neutral. So essentially a meaningless exercise in verbiage. It did not accomplish equity and transparency across units.
CPS	Faculty Non-Tenure Track	I believe that we were involved initially but the final product did not seem to reflect our concerns about how service and professional development are defined.
CPS	Faculty Non-Tenure Track	Dean appointed small faculty task force, I am not aware of faculty input nor was I asked about who has expertise and insight to be appointed onto the task force. The task force conducted their analysis via reviewing workload sheets across our college, there was not faculty input during this time (no focus groups, no surveys, no interviews).
CPS	Faculty Non-Tenure Track	The workload policy was developed by a committee appointed by the dean, rather than by faculty nominations. It was clearly guided and controlled by the dean. There was no formal way for faculty not on the committee to provide input, though some faculty on the committee tried to reach out informally to faculty in their own departments. The workload policy tagged 80/10/10 to the number of credits that represent full-time faculty work (most often 36 credits in CPS). Faculty should have no more than 80% of their credits for teaching, 10% for service, 10% for scholarship, professional development and creativity activity. The faculty voted to approve the policy, believing it would bring their workload into compliance. Once the faculty approved the policy, the dean did a bait and switch and claimed that our faculty are in compliance already based on numbers of courses taught compared to tenure-line faculty who work two semesters. Our load is four quarters over 12 months with overlap between quarters. For example, we have less than two business days to submit final grades at the end of a quarter (typically by 2y PM on Tuesday), and sometimes the new quarter has already begun that Monday. For those who teach online, we have to have at least two weeks of content polished two-weeks in advance of the new term, which means we are working on the term while closing out the old in a continual cycle. The comparison between our workload and tenure-line was a surprise, as if FTNTTF have an additional semester of time to complete the additional work. They do not. FTNTTF are functioning in accelerated course formats with very little time for breaks, especially for those with high doctoral advising loads (20 students every quarter with "auto-renewal" where a new student is transferred to the advisor the moment an existing advisee is scheduled for defense). Though FTNTTF have benefited time off, they rarely can take it. Though the workload policy was meant to give faculty time for service they were already doing, administration has used it as an excuse to add a lot of service, requiring service beyond what is on the workload sheet. We often find ourselves with new work that was not disclosed to us midway through an academic year, typically because CPS is on an aggressive path to building new programs and maximizing numbers of students in the system. Administrators lose sight of the time it takes to take care of existing students and programs while building new ones in continual crisis mode. The added work is primarily for the department, and administrators look down on the other levels of service required for peer reputation and promotion. My administrator actively discourages and retaliates against faculty that are involved with the FAC and shared governance activities, calling them uncollaborative if they don't continually pick up new service work for the department or try to say no. The high level of service affects teaching and advising. Additionally, FTNTTF end up doing external service needed for peer reputation and promotion on their own time, whereas the policy was meant to give time and acknowledge the value of multiple levels of service. The workload policy was meant to give faculty time for professional development and scholarship. It did not. This last area of expectation ends up being on our own time. Many workload sheets show 90% teaching and advising, with 10% for service, and no time for professional development and scholarship. I cannot understand how we can be considered one faculty given the practice counters the policy. We see a number of areas where Senate policy is not put into practice by administrators, such as guarantee of faculty freedom, non-retaliation for shared governance, timely and accurate performance reviews, and due process. We've had faculty summarily dismissed without due process while in their third year without an ability to defend themselves or make their case before peers. I'd like clarification on what policies allow for
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		The workload policy to my knowledge is to-down, coming directly from the Provost's Office which then is further determined by the Dean's office. I am not aware of faculty having meaningful input into how to implement it or if it can vary, for example, across high performing research faculty (e.g. lighter teaching loads).
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		Since not given the option, please interpret my responses as "I do not know"
D'Amore-McKim School of Business Faculty Non-Tenure Track		Very Dean's office and FPC-driven process, but outcome seems ok.
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		Not sure what this is
D'Amore-McKim School of Business Faculty Non-Tenure Track		No clue, no idea, no comment
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		From what I recall, the workload policy was informed to the faculty rather than discussed by the faculty
D'Amore-McKim School of Business Faculty Non-Tenure Track		I have no idea who develops the policy.
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		DMSB has had a workforce policy in place for over ten years. The current policy outcome was the result of input from stakeholders at all ranks. The primary changes were to accommodate & standardize expectations that have evolved with new faculty titles & roles
D'Amore-McKim School of Business Faculty Tenured/Tenure Track		like most things at this university, this was a very top-down process
D'Amore-McKim School of Business Faculty Non-Tenure Track		The 'workload' policy is an obscure concept that no faculty I know has managed to gain clarity on despite consistent attempts.
D'Amore-McKim School of Business Faculty Non-Tenure Track		I do not really remember having any input in this process. What does workload mean by the way? What is implied? What is it that we try to accomplish here? Does a general blanket policy serve everyone? What is the real purpose of this policy? My name is Dimitrios Fotiadis, an I am a full time lecturer in the DMSB. Why do we need to make these surveys anonymous? Is it because people will not state their true feelings if the were not anonymous? Doesn't that imply some type of "fear" by the faculty? We should be open, completely transparent and not be afraid to state our opinions without hiding behind anonymity.
D'Amore-McKim School of Business Faculty Non-Tenure Track		Emery Trahan invited FTNTTF to a lunch to discuss workload policy. I greatly appreciated his update. However, nothing was mentioned regarding the revised workload policy by my Department chair. I noticed when during my annual evaluation that the categories teaching: research: service were modified, but my Chair did not notify me in advance, nor discuss during my annual evaluation.

D'Amore-McKim School of Business Faculty Tenured/Tenure Track	No participation. Consistent with the culture.	
D'Amore-McKim School of Business Faculty Non-Tenure Track	Non tenured faculty members did not have real voice in this process. They have been overshadowed by tenured professors and administrators	
D'Amore-McKim School of Business Faculty Tenured/Tenure Track	We haven't been communicated on what the process is yet other than general info that there will be a change. I have heard whispers about it but nothing concrete. I am in DMSB.	
D'Amore-McKim School of Business Faculty Non-Tenure Track	Thrilled that you are asking these procedural justice/fairness questions! / I do wonder how many faculty members will not open/read the email requesting their input to this survey because they will see "reminder" in the subject line (vs "survey request") and assume "all set, already gave input long time ago." That was my first reaction and only because I happened to land on the email itself with the preview window open and scrolled down to see a reference to survey. Either way, thanks for taking the time to administer the survey - I know from experience that it takes effort.	
Khoury College of Computer Science Faculty Non-Tenure Track	I have not seen the work policy or been asked to provide any input. This is the first I am hearing of it.	
Khoury College of Computer Science Faculty Tenured/Tenure Track	I was unaware we had a workload policy.	
Khoury College of Computer Science Faculty Tenured/Tenure Track	ON THE TEACHING LOAD OF CCIS, December 2017 / / Despite exciting improvements over the last 15 years, the teaching load of CCIS is not competitive. As witnessed for example by the reference letters collected by the Tenure Committee, and by publication metrics, our faculty is highly competitive. Disproportionate teaching loads prevent our faculty from achieving its maximum impact, and may create retention problems in the future. / / There are many institutions that both have a lower teaching load than CCIS, and also rank below CCIS by publication metrics ( <a href="http://csrankings.org/">http://csrankings.org/</a> ). Below in Table 1 we list some of them for which the data was at hand. Many of these institutions offer a reduced load for "research active" faculty. An important point is how "research active" is defined. At CCIS, a main component of the definition of "research active" is the number of Ph.D. students supported by the faculty member. Such a component appears to be very uncommon. All the peer institutions in Table 1 have a broader definition of "research active" which essentially includes any faculty who is publishing papers. Their policies have no connection between the number of Ph.D. students supported and the teaching load. We stress that under the current policy, some superstars at top-5 institutions would have a higher teaching load at CCIS than at their institution. The teaching load at CCIS is evidently an outlier. / / The current policy at CCIS disproportionately affects certain faculty members who tend to have smaller research groups. Some of our faculty also deliberately maintain a small research group to maximize the impact of their students, a good strategy to boost the reputation of our Ph.D. program. / / Despite great successes in hiring, the teaching load has sometimes contributed to hiring failures. Below in Table 2 is a partial list of outstanding faculty who received offers from CCIS but turned it down, and for whom the teaching load was a factor in the decision. As we approach another hiring season and we try to attract stronger and stronger faculty, we urge the administration to make the teaching load at CCIS more competitive. / / The high teaching load at CCIS may derive historically from a small size of the faculty and the desire to climb certain rankings by offering many small classes. But recently the size has grown, and rankings such as the U.S. News & World Report have been officially discredited. We think that reducing the load, possibly by combining offerings, will have a more significant effect on our reputation. / / We feel that a load of 3 courses per year, reduced to 2 for any faculty who is "research active" in a broader sense is a better option for CCIS. / / If this step cannot yet be taken, we suggest two smaller steps. / / First, if the load must be tied to Ph.D. students, we advocate shifting the focus from quantity to quality of the students, or at least taking quality into consideration. Quality can be measured for example by placement and publications. These indicators better reflect our ambitions. / / Second, if the load must be tied to support provided, postdocs should count. Otherwise, why should a faculty hire a postdoc if for the same price can fund two students and get a reduction in teaching? Some of our faculty have attracted outstanding postdocs despite stiff competition, but cannot afford to repeat that under current policy. / / Composed by Emanuele Viola. / / Tables available upon request. /	
School of Law	Faculty Tenured/Tenure Track	Having a policy and adhering to it are different. Service demands are much higher than the workload policy describes, and time for research is much lower given governance/admin obligations and teaching. So while my load is described as 40-40-20, I'd say it's more like 20-40-40 except in summer when I'm not teaching. But the policy is supposed to be a 9 month policy.
School of Law	Faculty Tenured/Tenure Track	We are an R1 university and yet the law school is planning to move to 4 semester courses workload with a narrative evaluation system that is unwieldy and disproportionately time consuming for very little benefit to students. Additionally, research supervision is given no teaching credit. This will seriously threaten the ability to do meaningful research. It also creates significant flight risks for research active faculty members.

	Currently Reviewed		Potential Review (direct report to Dean)					Unit Head Equivalent - Potential Review					
	Dean	Chair	Sr. Dean	Sr. Assoc Dean	Assoc. Dean	Asst. Dean	Director	Program Director	Faculty Director	Asst Dean of School	Group Chairs	Director of School	Director
SOL	1				3								1
Bouve	3	6			5			1		2			
DMSB	1			1	1						7		
COS	1	6			3								
CAMD	1	4	1		2							2	
COE	1	5		1	2								
CPS	1				2				7				
CSSH	1	7			4		3	8				2	
CCIS	1			1	5		4						9
<b>Subtotals</b>	11	28	1	3	27	0	7	9	7	2	7	4	10

<b>Totals</b>	39	38					39						
Recommend add to AEOC Review													12