

## *APPENDIX K*

### **Workload Policy – Tenure and Tenure-Track Faculty Oakland University School of Business Administration**

Approved by Bargaining Unit Faculty Members on November 5, 2007

#### **I. Teaching**

Tenure-track and tenured faculty actively engaged in research or related scholarly or professional work will be on a **five course teaching load per academic year** (each course being 3 or 4 credit hours; teaching load is defined by number of courses rather than credit hours with the exception of 6 credit courses). High priority will be given to assigning a maximum of one new preparation in a given term.

For each of the classes assigned, SBA faculty members are expected to:

- Teach assigned courses and provide appropriate assignments and exams.
- Submit midterm and final grades according to the requirements of Oakland University.
- Select appropriate teaching materials (i.e., books, readings, articles, cases, etc.) for assigned courses.
- Update as necessary the materials for the course (both instructor and student).
- Be available at regularly scheduled office hours or by appointment.
- Be willing to supervise independent study projects in their field subject to the quality of the proposal.

#### **II. Research**

All tenure-track and tenured faculty must demonstrate a commitment to research through publishing and other scholarly activities. Thus, all SBA faculty members are expected to:

- Establish an active research agenda
- Provide evidence of scholarly activity. Examples of such evidence are, but are not limited to, papers published in peer-reviewed journals, papers published or delivered at professional conferences, submitted research proposals, case-related scholarship, editorial assignments, submissions to journals, scholarly grants, published textbooks or chapters of textbooks or chapter in other business-related books, etc.

#### **III. Service**

All regular and visiting faculty members, untenured or tenured, are expected to contribute an appropriate portion of their time to service activities for the department, SBA, Oakland University and the professional community. There is no prescribed amount of activity or required number of hours of service to the SBA. In addition, there shall be no fixed scheduling of the time faculty members shall be required to discharge their professional responsibilities, except as required for the scheduling of classes and the fixed scheduling of other events faculty members are required to attend by the Faculty Agreement.

At a minimum, all SBA tenure-track and tenured faculty are expected to:

- Participate in one of the SBA commencement ceremonies each year (unless on leave)
- Attend and participate in SBA faculty assembly meetings and faculty retreats
- Attend and participate in department meetings

- Participate in committees assigned on the department, SBA and OU levels
- Participate in external outreach (i.e., professional and community organizations, continuing education, speaking engagements, etc.)

#### **IV. Non-Typical Workload Assignments for SBA Faculty**

The purpose of a non-typical workload is to provide a mechanism for faculty to receive a lower than standard teaching load per academic year. An SBA faculty member may request a non-typical workload assignment subject to the approval of his/her department chairperson and the SBA Dean. Examples of non-typical workload assignments include (but are not limited to):

- Reduction in teaching load based on a demonstrated stream of high-quality, top-tier journal publications.
- Reduction in teaching load based on an unusually large service assignment.
- Reduction in teaching loads associated with a received substantial grant.
- Reduced teaching loads included in initial employment offers.

It is expected that all non-typical work assignments are of limited duration. Therefore, the SBA criteria for promotion shall not be adjusted for individual, non-typical assignments.

All such non-typical work requests must be made in writing and signed by all parties (i.e., Faculty, department chairperson and Dean) and presented to the SBA Faculty Assembly on an annual basis. Further, all non-typical workload assignments must include descriptions of the duration of the assignment, the reasons for its implementation, and the expected benefits to Oakland and to the faculty member.

The criteria applied to receiving a non-typical workload [based on a demonstrated stream of high-quality, top tier journal publications] will be created (or modified) according to the process contained in Appendix L.

#### **V. Workload for SBA department chairpersons**

All SBA department chairpersons shall perform the duties outlined in **Article XXVI (pg. 74) of the Faculty Agreement**. In addition, all SBA department chairpersons will be on a **two course-teaching load per academic year** (each course being 3 or 4 credit hours) while serving as chairperson. In addition, the chairpersons will abide by their department chairperson contracts as agreed to upon accepting the position as department chairperson.

#### **VI. Addressing Deficiencies**

SBA faculty members are expected to meet workload expectations in the areas of teaching, research and service. Faculty who are deficient in teaching or service or are in jeopardy of becoming deficient in research will receive written notification from their department chairperson with a copy sent to the Dean's office, prior to July 1 following his/her merit evaluation.

If a faculty member believes that some aspect of his/her performance has been unduly deemed as deficient by his or her department chairperson, that faculty member can file a written appeal with the BUFGM merit committee requesting a review within 30 days of receipt. Upon receiving this request, the BUFGM merit committee will review the faculty member's appeal and write a report to the faculty member containing its assessment of the proposed deficiency within 30 days of receipt of the faculty member's appeal. A copy of this report must also be sent to the Dean's office. If the faculty member remains unsatisfied, he or she can

file a written appeal to the Dean's office for review and final determination within ten days of receiving the BUFM merit committee's assessment. The Dean's office will review the case and make a final determination within 30 of receiving the BUFM member's written appeal. A copy of this final determination will be sent to the faculty member and the BUFM review committee.

Faculty members with performance deficiencies will then be expected to work with their department chairpersons to develop and implement a plan with clearly outlined goals and mutually agreed upon performance criteria to address the deficiencies.

**a. Research**

SBA faculty members who meet the SBA research workload criteria outlined in Appendix L satisfy the **minimum** research expectations. Otherwise, it is incumbent upon the faculty member to demonstrate that they meet SBA research expectations. Faculty who are in danger of not meeting the minimum research workload will be notified by their department chairperson, in writing, with a copy sent to the Dean's office two years before they would no longer meet this standard (see Appendix L - SBA Research Workload Criteria).

Those who receive said notification from their department chairperson will be asked to meet with their department chairperson prior to the first day of the Fall semester to develop a plan to enhance their performance in the area of research. The plan should identify and justify the resources necessary to successfully implement the plan. Once approved by the department chairperson, a copy will be given to the Dean's office. Further, the department should make every effort to provide the faculty member with the necessary resources. One year after approval, the department chairperson will meet with the faculty member to discuss the performance improvement plan and will send a written report to the faculty member and the Dean's office concerning the faculty member's progress. If the faculty member's performance has not improved to an acceptable level over a 24 month period (after receiving this notification), their workload will be reviewed and adjusted according to the BUFM workload policy.

**b. Teaching and Service**

Faculty members who are deemed deficient in the areas of teaching or service will be asked to work with their department chairperson prior to the first day of the Fall semester following the evaluation year to develop a plan to enhance their performance. The plan will be submitted to the department chairperson for approval on or before the first day of Fall classes. After approval, a copy will be given to the Dean's office. In addition, for those faculty members deficient in the area of teaching, every effort will be made to provide the faculty member with the resources necessary to improve. One year after approval, the department chairperson will meet with the faculty member to discuss the performance improvement plan and will send a written report to the faculty member and the Dean's office concerning the faculty member's progress. If the faculty member's performance has not improved to an acceptable level over a 24 month period (after receiving this notification), their performance will be reviewed and action will be taken according to the BUFM workload policy.

**VII. Changes to Faculty Workload Policy (Teaching, Research or Service)**

Once approved by Oakland University, the SBA Faculty Workload Policy shall replace all other statements concerning SBA faculty workload (prior to Winter 2007) and will remain in effect until modified by the Bargaining Unit Faculty Members in the School of Business Administration and reapproved by Oakland University. It is recommended that the policy be reviewed at least once every five years by a BUFM-appointed workload committee. All changes to faculty workload in the areas of research, teaching or service must be approved by the Bargaining Unit Faculty Members in the School of Business Administration (according to workload policy committee procedures found in Appendix L).

**Workload Policy – Special Instructor**  
**Oakland University School of Business Administration**  
Approved by Bargaining Unit Faculty Members on November 5, 2007

**I. Introduction**

According to the Faculty Contract (page 3):

*Professional responsibilities assigned to special instructors generally will place emphasis on teaching.”*

In addition, the SBA CAP criteria state (page 12):

*In order to be recommended for job security, the faculty member must have achieved an outstanding teaching and service record. In the evaluation of the teaching record, the criteria set forth in the discussion of C.4 will apply. In addition, there must be evidence of versatility in teaching.*

Therefore, the faculty workload for Special Instructors focuses primarily on the areas of teaching and service.

**II. Teaching**

Special instructors will be on a **seven course-teaching load per academic year** (each course being 3 or 4 credit hours; teaching load is defined by number of courses rather than credit hours with the exception of 6 credit courses). For each of the classes assigned, special instructors are expected to:

- Teach assigned courses and provide appropriate assignments and exams
- Submit midterm and final grades according to the requirements of Oakland University
- Select appropriate teaching materials (i.e., books, readings, articles, cases, etc.) for assigned courses
- Update as necessary the materials for the course (both instructor and student)
- Be available at regularly scheduled office hours or by appointment

**III. Service**

All regular and visiting faculty members, untenured or tenured, are expected to contribute an appropriate portion of their time to service activities for the department, SBA, Oakland University and the professional community. There is no prescribed amount of activity or required number of hours of service to the SBA. In addition, there shall be no fixed scheduling of the time faculty members shall be required to discharge their professional responsibilities, except as required for the scheduling of classes and the fixed scheduling of other events faculty members are required to attend by the Faculty Agreement.

At a minimum, SBA Special Instructors are expected to:

- Participate in one of the SBA commencement ceremonies each year
- Attend and participate in SBA faculty assembly meetings and faculty retreats
- Attend and participate in department meetings
- Participate in committees assigned on the department, SBA and OU levels
- Participate in external outreach (e.g., professional and community organizations, continuing education, speaking engagements, etc.)

#### **IV. Non-Typical Workload Assignments for Special Instructors**

Special Instructors may request a non-typical workload assignment subject to the approval of his/her department chairperson and the School Dean. Examples of non-typical workload assignments include (but are not limited to):

- Reduction in teaching load based on research productivity or an unusually large service assignment.

The criteria for obtaining and maintaining the non-typical workload assignment will be created using the procedure described in Appendix L to this document. The assigning of a non-typical workload for Special Instructors based on research productivity is voluntary and must be requested by the Special Instructor in writing and signed by all parties. It is expected that all non-typical work assignments are of limited duration.

All such non-typical work assignment/requests must be made in writing and signed by all parties (i.e., special instructor, department chairperson and Dean) and presented to the SBA Faculty Assembly on an annual basis. Further, all non-typical workload assignments must include descriptions of the duration of the assignment, the reasons for its implementation, and the expected benefits to Oakland and to the special instructor.

**V. Addressing Deficiencies** SBA Special Instructors are expected to meet workload expectations in the areas of teaching and service and to maintain their Professionally Qualified (PQ) status. Special Instructors who are deficient in teaching or service or in danger of being deficient in their PQ status will receive written notification from their department chairperson, with a copy sent to the Dean's office, prior to July 1 following his/her yearly merit evaluation.

If a special instructor believes that some aspect of his/her performance has been unduly deemed as deficient by his or her department chairperson, that special instructor can file a written appeal with the BUFM merit committee requesting a review within 30 days of receipt. Upon receiving this request, the BUFM merit committee will review the faculty member's appeal and write a report to the faculty member containing its assessment of the proposed deficiency within 30 days of receipt of the special instructor's appeal. A copy of this report must also be sent to the Dean's office. If the special instructor remains unsatisfied, then he or she can file a written appeal to the Dean's office for review and final determination within ten days of receipt of the BUFM merit committee's assessment. The Dean's office will review the case and make a final determination within 30 days of receiving the special instructor's written appeal. A copy of this final determination will be sent to the special instructor and the BUFM review committee.

Special instructors with performance deficiencies will then be expected to work with their department chairpersons to develop and implement a plan with clearly outlined goals and mutually agreed upon performance criteria to address the deficiencies.

#### **SBA Research Workload Criteria**

At a minimum, over the course of five years, SBA faculty members must deliver:

1. two publications in peer reviewed academic journals, **OR**
2. an article in a peer-reviewed academic journal and a scholarly book or new textbook **OR**
3. one publication in a peer reviewed journal or a scholarly book plus four activities from the following list:

<u>Category</u>	<u>Activity</u>
<b>Book-related</b>	<ul style="list-style-type: none"> <li>● Revision of a scholarly book or textbook</li> <li>● Compile reading, cases and/or articles into book form</li> <li>● New instructor manual, new study guide or new textbook supplement</li> <li>● New book chapter, new reading in a book of readings, monograph</li> </ul>
<b>Journal-related</b>	<ul style="list-style-type: none"> <li>● Article in non-peer reviewed practitioner journal (editor reviewed)</li> <li>● Article in peer-reviewed practitioner journal</li> <li>● Book review published in peer-reviewed journal</li> </ul>
<b>Presentations</b>	<ul style="list-style-type: none"> <li>● Present at a national or international peer-reviewed conference</li> <li>● Present at a regional or local peer-reviewed conference</li> <li>● Proceedings at a conference</li> <li>● Panelist at a peer-reviewed conference</li> <li>● Presentation to a professional group</li> </ul>
<b>Cases</b>	<ul style="list-style-type: none"> <li>● Case published in a refereed outlet</li> <li>● Case published in a non-referred outlet</li> </ul>
<b>Work Paper/Monographs</b>	<ul style="list-style-type: none"> <li>● Research monograph available for the public view</li> <li>● Working paper available for public view</li> </ul>
<b>Editor-related tasks</b>	<ul style="list-style-type: none"> <li>● Editor or associate editor of a peer-reviewed journal</li> <li>● Editor or associate editor of a Nat'l/Int'l Conference</li> <li>● Editor of a peer-reviewed journal's special issue</li> <li>● Member of peer-reviewed journal editorial review board</li> </ul>
<b>External Grants</b>	<ul style="list-style-type: none"> <li>● Recipient of an external grant</li> </ul>
<b>Software</b>	<ul style="list-style-type: none"> <li>● Open source software available for public view</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>● Attain a professional certification</li> <li>● Complete a continuing education certification program</li> <li>● Complete a workshop of teaching or research</li> <li>● Other professional development activities</li> </ul>
<b>Professional Experience</b>	<ul style="list-style-type: none"> <li>● Consulting</li> <li>● Business Internship</li> <li>● Other professional experience</li> </ul>

### **Workload Committee Procedures**

1. The BUFM shall nominate and approve five members for the workload committee. These members should consist of a representative from each of the SBA's departments and one member at large (from any department).
2. The Workload Committee shall elect a chairperson.
3. The Workload Committee will develop a new process or modify an existing process (as needed) for establishing faculty workload policies.
4. The Workload Committee will solicit written input from the BUFMs on the Workload Committee's proposed process.
5. The Workload Committee will solicit written input from the Dean's office about the Workload Committee's proposed process.
6. The Workload Committee will present a draft of the workload process to the BUFMs for approval.
7. After the process has been approved by the BUFMs, the Workload Committee will develop a new definition of "faculty workload" or modify an existing definition of faculty workload (as needed).
8. In tandem with step 6, the Workload Committee will gather and analyze examples of workload policies from other units at Oakland University or other institutions.
9. In tandem with step 6, the Workload Committee will gather and analyze the SBA's current CAP criteria and the procedures used to assess annual performance.
10. The Workload Committee will solicit input from the BUFMs regarding faculty workload expectations.
11. The Workload Committee will meet with the Dean and solicit written input from the Dean's office regarding faculty workload expectations.
12. The Workload Committee will develop a statement of policy concerning faculty workload that does not conflict with the SBA's current CAP criteria, current annual performance appraisal criteria or the collective bargaining agreement.
13. The Workload Committee will meet with the Dean and solicit written feedback about the proposed workload policy from the Dean's office for the committee's consideration.
14. The Workload Committee reserves the right to solicit input from appropriate stakeholders based on their expertise.
15. The Workload Committee will schedule a meeting with the BUFM to discuss the proposed workload policy document and receive feedback.
16. The Workload Committee will submit a final draft of the Workload Policy Document to the BUFMs for final approval.
17. If the BUFMs do not approve the Workload Policy Document, the committee will seek additional input from the BUFMs and revise the document as appropriate.

18. Once a final Workload Policy has been approved by the BUFMs, it will be submitted to Oakland University for approval. If approved, it becomes policy and placed in the SBA policy and Procedure Manual, if not approved, changes will be sent to the workload Committee for their deliberation.

19. The process returns to step 16 above.

### **Proposed Addendums to Workload Policy**

#### **Addendum 1 (Non-Typical Workload Assignment [based on a demonstrated stream of high-quality, top tier journal publications] Criteria)**

The workload committee proposes that the BUFMs establish a committee of five members (with one member being a representative from the Dean's office) for the sole purpose of developing criteria for receiving a non-typical workload assignment involving a reduced teaching load based on demonstrated research productivity.

These criteria should include not only the initial criteria for being granted such a non-typical workload, but it should set performance criteria which will be used to determine if a faculty member should continue on their non-typical workload assignment. In addition, it should articulate how the BUFM merit criteria will be adjusted to reflect performance based on the non-typical workload assignment.

These criteria will only apply to those faculty members who are granted a non-typical work assignment involving a reduced teaching load based on demonstrated research productivity. Further, no aspect of this policy can be used to amend, change or introduce new workload or performance criteria to those faculty members who are not on a non-typical workload assignment involving reduced a teaching load based on research.

The criteria will be voted on at the next scheduled BUFM meeting. If approved by the BUFMs and the Dean's office, it will be implemented at the beginning of the following academic year. It is recommended that these criteria be reviewed at least once every five years. All changes to the criteria must be approved by the Bargaining Unit Faculty Members in the School of Business Administration and the Dean's office.

#### **Addendum 2 (Faculty Deficiencies in the Teaching, Research or Service)**

The workload committee proposes that the BUFMs establish a committee of five members (with one member being a representative from the Dean's office) for the sole purpose of developing a policy that addresses on-going faculty deficiencies in the areas of research, teaching or service after the time period for the successful implementation of the faculty member's performance development plan has expired.

This policy will only apply to those faculty members who are deemed deficient based on the criteria outlined in the SBA's Workload Policy and may not be used to amend, change or introduce new workload or performance criteria for any faculty members outside of this designation.

The policy will be voted on at the next scheduled BUFM meeting. If approved, it will be implemented at the beginning of the following academic year.