

**CAROLINAS COLLEGE OF HEALTH SCIENCES  
POLICY AND PROCEDURE**

**HUMAN RESOURCES**

**SUBJECT:** FACULTY WORKLOAD

**REVIEWER:** Provost

**POLICY**

The College provides the appropriate number of full-time and part-time faculty to allow for an equitable and reasonable assignment of faculty responsibilities. Assignments for individual faculty members are unique and represent a wide variety of work environments. It is the intent of the faculty workload guidelines to provide academic program leaders and individual faculty members within this diverse faculty assistance in negotiating workloads and equivalents specific to their professional goals. These guidelines are not intended to be inclusive, but rather, reflect a framework for determining workloads for each individual within the entire faculty.

Workload is defined in terms of the expectations related to the professional role of the faculty: instructional, scholarly, and service activities. Other activities are defined in terms of workload equivalencies. Faculty workload is designed to reflect flexibility while ensuring an adequate faculty to meet the missions of the programs and college. Carolinas College's primary mission is teaching, and workloads are therefore calculated with the expectation that the majority of faculty time will be dedicated to instructional activities.

**PROCEDURE**

A. Definitions

A variety of faculty members are employed to meet the needs of each academic program as well as operate within budgetary parameters. Faculty definitions are based on both the length of employment within the academic year as well as the amount of time dedicated to the faculty role. Depending upon the length and needs of the individual program/course, faculty members are employed for nine months, 10.75 months, or 12 months per year or for the specific academic term a course is offered. The academic year generally includes the fall and spring terms but may also include the summer term.

Full-time faculty members are those employed for the academic year for  $\geq 0.75$  FTE.

Part-time faculty members are those employed for the academic year for  $< 0.75$  FTE.

Adjunct faculty members are those employed to teach on a per-course/per-term basis. Aside from office hours, this policy does not pertain to adjunct faculty.

B. Faculty Roles and Responsibilities

All Carolinas College faculty, regardless of full-time/part-time status, are expected to engage in instructional, service and scholarly activities. Faculty workload refers to the distribution and amount of work faculty are expected to accomplish in those areas over the course of a term. Each program chair maintains a description and examples of activities and assignments generally expected of their faculty. This information is shared with new faculty upon onboarding and reviewed at the beginning of the academic year with the provost as well as program faculty.

C. Instructional Activities

The faculty member's primary responsibility is to create exceptional teaching experiences that facilitate student learning. Instructional activities may occur in an on-campus or online classroom, clinical, lab or fieldwork setting. In addition to direct instruction, faculty perform instructional-related activities such as course preparation, course revisions and the evaluation of student performance. Faculty are also expected to assist with curriculum development, as appropriate to their role, to

ensure that the program embodies a coherent course of study and that students are progressively building upon and integrating their own skills.

#### D. Scholarly Activities

Although faculty members are expected to devote the majority of their time to instructional activities, each faculty member is expected to continually update his/her knowledge of pedagogy, their academic discipline and as appropriate, their clinical profession. Recommended scholarly activities include, but are not limited to:

- Enrolling in formal and continuing education classes.
- Attaining specialty certification.
- Supervising or mentoring graduate students.
- Serving as an accrediting body reviewer or site visitor.
- Attending or presenting at local, regional or national conferences.
- Conducting or publishing relevant research.
- Holding office in a local, state or national professional organization.

Faculty members are expected to be mindful of the amount of time these types of activities may require and make choices accordingly. Scholarly activities are intended to enhance but not interfere with the faculty member's ability to carry out their assigned responsibilities to the college and program. A faculty member who is compensated for scholarly activity from a source separate from the college will not be awarded faculty workload units for those activities.

#### E. Service Activities

The faculty have a responsibility to participate in the life of the college and to contribute their academic and professional knowledge and skills toward improving the college community. Generally, faculty members are expected to be accessible to students during regular office hours (six hours per week for full-time faculty; two hours per week for part-time and adjunct faculty members), return calls and emails in a timely manner and provide personalized advising, either formally or informally, to support student success. Full-time faculty members are also expected to enhance the college community by engaging in service activities that may include, but are not limited to:

- Participating in college functions, including teammate/departmental meetings, new student orientation and graduation.
- Engaging in active committee work at the program and/or college level.
- Advising student clubs and organizations.
- Participating on Atrium Health or other relevant external committees.
- Contributing to programmatic/college accreditation activities.

Program chairs will be awarded workload units for their administrative role based on the number of faculty and curricula for which they are responsible. Program management includes faculty management (recruiting, orienting, training and supervising faculty), curriculum planning; enrollment management; programmatic accreditation activities; continuous program improvement; budget and resource management; and membership on leadership committees.

The College also recognizes and values the importance of public service activities that develop and foster beneficial connections and relationships with the greater community. Faculty are encouraged to engage in these activities to expand their academic portfolios, however, such activities will not be included in the College's calculation of faculty workload.

#### F. Workload Formula

Although variations in academic program content, methods of content delivery and scheduling exist among the college's academic programs, the college's academic team has consensually developed a workload formula for college faculty. The formula to evaluate faculty workload ranges are based, in part, on the American Association of University Professors (AAUP; 2000) guidelines for lecture courses but is adapted to Carolinas College's clinically based education. A Workload Unit (WLU) is a

weight to help guide the faculty member and chair in understanding how much work one activity entails when compared to another. One WLU represents one hour of work per week during a full term or 15 hours of total work. Generally, instructional activities account for 80% of faculty workloads, with the remaining workload distributed between scholarly and service activities. Annual faculty workload ranges for full-time faculty are as follows:

- 9-month employment: 51 – 75 WLU
- 10.75-month employment: 62 – 90 WLU
- 12-month employment: 69 – 109 WLU

Faculty workload ranges for part-time faculty are calculated proportionally based on their assigned FTE.

G. Workload Unit Assignment Criteria - Instructional activities

Workload assignments for instructional activities include the time spent instructing students in various settings (e.g., classroom, lab, clinical) as well as course preparation, development and student evaluation. WLU assignments are based on credit hour designations for courses. Credit hour definitions vary by course type (i.e., didactic, lab, clinical, practicum), thus different multipliers are used to reflect the amount of time faculty spend directly interacting with students as well as the preparation time necessary for the different course types. In courses that are team taught, faculty members share responsibility for course development, planning, classroom and clinical/lab instruction (when applicable), and evaluation, thus faculty members are assigned workload units proportionate to the amount of the course taught by the faculty member. Faculty members serving in leadership roles within courses or programs, such as lead faculty or clinical coordinators, may be awarded additional WLUs depending upon the magnitude of leadership duties. Large courses (greater than 35 students per faculty member) and new courses require additional preparation and development, therefore those faculty receive additional WLUs. Similarly, faculty completing major course revisions are awarded WLUs the term in which revisions occur. WLU assignments for instructional activities are calculated per term as follows:

<b>Instructional Activity</b>	<b>WLU (including instruction and preparation)</b>
Didactic Instruction	2.0 per credit hour
Lab Instruction	6.0 per credit hour
Clinical Instruction	4.5 per credit hour
Practicum Instruction	3.0 per credit hour
Focused Client Care Supervision	1.2 per student
Lead Faculty	1.0 per course
Clinical Coordinator/Learning Resource Specialist	1.0 per 15 term hours
Large Class Size (35 or more students/faculty member)	1.0 per course
New Course Development	1.0 per credit hour
Major Course Revision	1.0 per 15 hours per week

Scholarly and Service Activities

Faculty members are encouraged to both continue their education, contribute to the profession, and serve both the college and community. WLU assignments for scholarly and service activities are calculated per term as follows:

<b>Scholarly Activity</b>	<b>WLU</b>	
Professional Development/Continuing Education	1.0 per 15 term hours	Up to 1.0 WLU per term
Degree-pursuing academic work		Up to 1.0 WLU per term
Supervision of graduate students		

Accrediting body reviewer/site visitor		
Research, Presentations, Publications		Up to 1.0 WLU per term
Leadership for professional organization		
Other activities approved by program chair		

<b>Service Activity</b>	<b>WLU</b>
Student Advising	0.03 per advisee
College/Departmental meetings and functions	1.0 WLU per term
Student Organization Advisor	1.0 WLU per term
College Committee member	0.5 WLU per term
College Committee Chair	1.0 WLU per term
Programmatic/College Accreditation Activities	Up to 1.0 WLU per term
Other activities approved by program chair	Up to 2.0 WLU per term

<b>Program Chair Activity</b>	<b>WLU</b>
Program management	Up to 10 WLU per 150 program students
Faculty Supervision	0.3 WLU per faculty member

#### H. Workload Calculations Process

Each year, as a part of the budgeting process, program chairs determine individual faculty teaching assignments based on enrollment projections for the upcoming year. Program chairs then use the established workload assignment criteria to develop proposed annual workload totals and meet with faculty members to review and revise, if needed, the projected workload calculations prior to finalization of academic term schedules.

Within the budgeted FTE and as needed, program chairs may coordinate with part-time faculty members to work additional hours for specified assignments (i.e., specific lab assignments, additional clinical hours, mock interviews, adviser to advisees, tutoring assignments, course preparation assignments such as clinical rotations or committee assignments).

In each program, annual workload ranges are monitored to identify long-term trends in ranges consistently near the minimum or maximum to inform projected faculty needs.

#### I. Overload Pay

Although there may be fluctuations in workload from term to term during an academic year, annual workload for faculty will fall within the established annual workload ranges. Faculty overload is defined as a faculty or academic leader assignment in which assigned workload units exceed the annual recommended range. Workloads falling outside the established program range generally result in appropriate adjustment of workload in either the current year or the year following an out-of-range result in order to ensure comparable workload assignments across faculty members.

Faculty members are expected to complete their primary instructional, scholarly and service activities without overload compensation. In general, overload is limited to one term. However, a faculty member may request permission to teach an overload and receive compensation under special circumstances. For example:

- A course may require the faculty member's special expertise to the exclusion of all others.
- Schedule conflicts may prevent assigning the course to another instructor.
- The course may have been added to the schedule after other teaching assignments were made.
- Short-term vacancies necessitate additional faculty coverage.
- The faculty member may perceive that extraordinary circumstances warrant the overload.

Overload requests must be initiated by the faculty member on the Faculty Overload Request form

and be approved by the program chair and provost before additional responsibilities can be assumed. Each request will be weighed on an individual basis, considering such factors as the faculty member's previous overload history, the reason for the overload and the availability of other faculty to teach the course. A faculty member will be allowed to teach only one overload course per term. Overload compensation will be calculated based on the pay rate necessary to employ an adjunct faculty member to teach the overload course.

J. The Faculty Workload policy and procedure will be reviewed bi-annually.

## **REFERENCES**

**Related Form(s):** [Faculty Workload Worksheet](#)  
[Faculty Overload Request Form](#)

## **Related 2018 SACSCOC Standard(s)**

6.1 Full-time faculty  
6.2b Program faculty  
10.4 Academic governance