

DEPARTMENT OF THEATRE WORKLOAD POLICY

Approved on October 16, 2019; Amended on February 3, 2020 (to address factual errors/typos—not policy)

INTRODUCTION

The workload of Department of Theatre faculty consists of teaching, the production of scholarly/creative works, and service activities as defined in the *CoAA Procedures for Reappointment, Promotion, and Conferral of Permanent Tenure* and the Department of Theatre RPT policies. As per University policy, decisions about workload are the responsibility of the chair in consultation with the individual faculty member and subject ultimately to the authority of the Dean of CoAA. The requirements of the department's academic program and need to plan, assess, and administer programs take priority in assigning workloads. The department policy must reflect the University's policy, which states in part: "The Board of Governors policy on faculty teaching loads (UNC Policy Manual 400.3.4) assigns UNC Charlotte faculty responsibility for five courses per year. It is common practice in universities to vary teaching loads for individual faculty in order to meet institutional goals. The policy allows for variation as long as the standard is met in the aggregate." The goal of this workload policy is to distribute and, so far as possible, to equalize responsibilities among the faculty in ways that accomplish the Department's teaching, scholarly, artistic, and service missions.

WORKLOAD GUIDELINES

In accordance with the College of Arts + Architecture Workload Policy Statement and the *UNC System Policy Manual*, Section 400.3.4, the following "standard annual teaching loads" for members of the University of North Carolina System are:¹

Research University I	4 courses (12 credit hours)
Doctoral University I <i>designation</i>	5 courses (15 credit hours) – <i>UNC Charlotte</i>
Masters (Comprehensive) I	6 courses (18 credit hours)
Baccalaureate (Liberal Arts) I	8 courses (24 credit hours)
Baccalaureate (Liberal Arts) II	8 courses (24 credit hours)

All full time **Tenure-track Faculty** at Doctoral I universities, such as UNC Charlotte, are expected to have a normative teaching load of five courses per year (or 15 contact hours per year). Each "course" is defined as one section with 3 credit hours of contact time. This teaching load (typically referred to as a 3/2 load) is the official baseline against which all college, department and school workload policies should be formulated. Release for research and service activity are calculated in to the 3/2 load.

All full time **Lecturers** at Doctoral I universities, such as UNC Charlotte, are expected to have a normative teaching load of four courses per semester (or 12 contact hours per semester/24 per year). To account for the heavy teaching load, there are no expectations for research and lecturers are generally excused from service. Additional release can be applied to address large classroom sizes (generally above 100 students per individual course) and significant service contributions.

According to the CoAA Workload policy, exceptions/reductions to the 3/2 Teaching Load for tenure-track faculty "may be made to accommodate faculty who assume administrative roles in

¹ The UNC Policy Manual, 400.3.4 "Monitoring Faculty Teaching Workloads."

their unit: associate chairs/directors, area or program coordinators, and faculty positions that require management and/or upkeep of extensive inventories of equipment, extensive recruiting responsibilities, or other substantive non-teaching duties.” Exceptions may also be made to acknowledge disciplinary-guided expectations for workload equivalencies, including increased course release for teaching assignments that significantly exceed the university’s normal contact hours per credit calculations. *Please note that according to CoAA guidelines, all exceptions to the standard 3/2 teaching load must be clearly defined in the unit policy, and must be approved by the Dean’s Office.*

As part of the normal course load calculation, all tenured and tenure-track faculty are expected to assume some responsibility for the programmatic maintenance and development of their disciplines such as curriculum development, facilities management and/or supervision of student workers.

All tenured and tenure-track faculty are expected to teach a range of courses, as needed and as deemed appropriate by the chair.

This workload policy defines teaching load based on a consistently productive faculty as defined in the department's RPT document and assumes that tenured and tenure track faculty are meeting departmental standards of performance in each of the areas of teaching, research, and service and that all lecturers are meeting departmental standards of performance in the areas of teaching and service.

| DEPARTMENT OF THEATRE WORKLOAD CALCULATIONS

In the Fall and/or Spring of each academic year the Chair will request information from faculty regarding course preferences, anticipated production responsibilities, plans for scholarship, RDL proposals, fellowships, visiting appointments elsewhere, and other professional activities that may influence the calculation of load. The Chair will then calculate individual workloads for the following semester or year. The Chair will seek to ensure that faculty rotate each academic year through heavier and lighter assignments, as measured by courses, class sizes, student oversight responsibilities, and other relevant variables. Ultimately, however, the needs of the Department’s academic programs have priority over the eligibility of individuals for reduced load.

Faculty Contract Calendar

Faculty contracts are calibrated to the university’s Academic Year Calendar and thus include the period immediately preceding and immediately following the beginning and end of classes/final exams during the fall and spring semesters.² Thus faculty must be available for meetings that may be scheduled prior to the start of or after the end of classes/final exams for each semester as determined by the start and end dates listed on the Academic Calendar.³

² Note: The university’s Academic Year Calendar designates the official dates of faculty contracts; so, for example, in AY 2019-20, faculty contracts begin on August 12, 2019 and end on May 14, 2020.

³ Note: the only days faculty are not required to be available are days when the university is officially closed, i.e. official university-designated holidays, the official university designated break between the Fall and Spring semester, etc.

The CoAA Policy states that the “University and College have the expectation that all faculty members will be available to attend required meetings or other activities that are scheduled during normal university, college, and department operating hours.”⁴

Additionally, as is stated in the *UNC Charlotte Faculty Handbook*: ‘Faculty members are expected to schedule sufficient regular office hours for consultation with students in their classes, with advisees, and colleagues; provision should also be made to accommodate student schedules’.

Teaching

- For tenure line faculty, assignments of fewer than five courses per year must reflect extraordinary contributions to the university’s research mission, a heavy commitment to graduate education, or significant administrative responsibility.
- In making teaching assignments, department chairs may consider time needed by first-year untenured assistant professors to establish courses and research programs.
- Teaching loads may be adjusted upward based on faculty productivity. A three-year time frame that excludes periods of FMLA, unpaid leave, or full time administrative commitments should be assessed.

Calculating Load for Standard Courses:

Standard courses are defined as all full enrollment (targeted at more than one student) courses included in the Department of Theatre Plan of Study, including some 1-2 credit courses that are offered regularly (THEA 2402; THEA 2600). All faculty will be assigned by the chair to teach either two or three standard courses per term in a way that meets the department’s curricular needs. The standard workload calculation for faculty directors, designers, dramaturgs, or performers who have been assigned to contribute to a Performance Practicum course (THEA 2402 or equivalent) is as follows:

- One directing assignment for a mainstage production equals between 1 and 1.5 courses. The number of credit hours assigned depends on the number of required contact hours with students (rehearsals, stage management meetings) and production team colleagues (auditions, production meetings, tech/dress rehearsals, strike). A request for more than a 1 course release must be made in writing to the chair before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for 1.5relati course release for fall 2020 would be due by the beginning of February, 2020. If the request for an increased load is approved by the chair, the faculty member would begin the accrual process. Accrual for more than a 1 course release begins with the assignment. So, for example, a director receiving a 1.5 course release for directing in each of two years would be eligible for a 1 course reduction in the standard 3/2 teaching load the following year.
- One scenic design for a mainstage production equals 1 course (3 credit hours).
- One costume design for a mainstage production equals 1 course (3 credit hours).
- One lighting design for a mainstage production equals between .75 and 1 course.*
*Mainstage production lighting design assignments will be calculated as equaling 1 course as a matter of standard practice, with the understanding that in a semester where there is either a need for additional lighting design or the lighting design in question is demonstrably less demanding than a normal 1 course load, the equivalency may be

⁴ Note: Operating hours are defined as those hours associated with the workload and culture of a given academic unit.

reduced to .75. If a reduced equivalency is warranted, the chair/producer will consult with the lighting designer during the semester prior to the assignment.

- One performance assignment for a mainstage production equals between .5 and 1 course. A request for more than a 1 course release must be made in writing to the chair before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for a course release for fall 2020 would be due by the beginning of February, 2020. Accrual of less than a 1 course equivalency begins with the assignment. So, for example, an actor receiving a .5 course release for acting in each of two years would be eligible for a 1 course reduction in the standard 3/2 teaching load the following year.
- Service as a stage voice coach equals between .25 and 1 course. A request for more than a 1 course release must be made in writing to the chair before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for a course release for fall 2020 would be due by the beginning of February, 2020. Accrual of less than a 1 course equivalency begins with the assignment. So, for example, a stage voice coach receiving a .5 course release for acting in each of two years would be eligible for a 1 course reduction in the standard 3/2 teaching load the following year.
- Service as a movement coach equals between .25 and 1 course. A request for more than a 1 course release must be made in writing to the chair before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for a course release for fall 2020 would be due by the beginning of February, 2020. Accrual for less than a 1 course equivalency begins with the assignment. So, for example, a movement coach receiving a .5 course release for acting in each of two years would be eligible for a 1 course reduction in the standard 3/2 teaching load the following year.
- Service as a dramaturg equals between .25 and 1 course. A request for more than a 1 course release must be made in writing to the chair before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for a course release for fall 2020 would be due by the beginning of February, 2020. Accrual for less than a 1 course equivalency begins with the assignment. So, for example, a dramaturg receiving a .5 course release for acting in each of two years would be eligible for a 1 course reduction in the standard 3/2 teaching load the following year.

Calculating Load for Non-standard Courses:

Non-standard courses, as per University guidelines, are offered on a case-by-case basis with a single student enrollment per section. In the Department of Theatre these courses include:

- THEA 4400: Internship
- THEA 4600: Senior Project
- THEA 4610: Advanced Design, Technology and Management
- THEA 4800: Directed Independent Study

Faculty members may voluntarily work with students enrolled in non-standard courses in response to student need and with consideration to the faculty member's schedule and availability. *A faculty member will not teach more than 3 non-standard course sections per term.* If faculty student contact hours with a student enrolled in a non-standard course do not overlap with other student contact course time in the faculty member's regular semester load (i.e., teaching the non-standard course simultaneously with a standard course or teaching the non-standard course as a complement to a design assignment that counts in the workload), the faculty member may elect to account for the time spent teaching the overload in their annual review. After 12* non-standard courses have been completed, or after a total of 150 student contact hours over a range of non-standard courses have been completed, a faculty member may apply to the chair for a 1 course release. Please note: 1) all applications for a course release must include

careful and thorough documentation of the student contact hours involved in teaching the non-standard course; and 2) as per university, college and department policy, releases are not automatic and are always subject to the current needs of the department.

**The number of student contact hours per non-standard course offering will vary depending on the nature of the course, student learning objectives, etc.; however, each non-standard course should include a minimum of 10 student contact hours.*

Please note: The chair of Theatre will determine the amount of contact-hour credit for collaborative teaching initiatives on a case-by-case basis.

Please note that the following activities are **not a factor** in increasing workload calculations because they are understood to be part of the expected contribution to teaching a standard course:

- Course and/or production research prep time (including for new courses).
- Course-related community relationship development activity (except in circumstances where the nature of the course requires an exceptional number of hours to develop relationships and only by prior agreement with the chair).⁵

Research

All tenure-track and tenured faculty are expected to be professionally active in their area of research and demonstrate this activity through the production and dissemination of traditional scholarly and creative research (please see the Department RPT policy for evidence of how the range of professional activities can be identified and documented). Adequate time for normative research activity is calculated in to the university 3/2 load.

The Department chair monitors faculty research workload activity as part of the annual review and/or Tenured Faculty Performance Review process. Tenured faculty members whose annual evaluations consistently indicate a failure to perform to departmental standards in the research area are encouraged to seek mentoring from the chair, senior faculty, and peers within the department. In accordance with the Tenured Faculty Performance Review metrics, research is an ongoing measure of faculty performance success. Therefore, if a tenured faculty member cannot successfully address problems achieving a satisfactory rating in the research area, then it is expected that the faculty member will need to develop, with the chair, a plan for assuming an increased teaching load until the problem area is corrected or in exchange for eliminating the research expectation from the review metrics in future TFPR cycles. Any such plan is subject to approval by the chair and college dean.

Service

All tenure and tenure-track faculty are expected to be actively involved in service at the college, university, and/or community levels as part of the standard 3/2 load. Generally speaking, tenure-track faculty will have fewer service responsibilities than tenured faculty.

The Department chair monitors faculty service workload activity as part of the annual review and/or Tenured Faculty Performance review process. Service includes specific committee, representative, and liaison assignments. Normative service loads, as stated in the university and college workload standards, are listed here:

⁵ For example, developing contacts and building programmatic structures for service-learning activities, performance or design showcases, field trips, etc.

- Two department-level and one college or university-level service obligations per year assigned to tenure-track faculty.
- Two department-level service obligations per year assigned to lecturers.

However, in a small department such as Theatre there is frequently a shortage of eligible and/or appropriate faculty to serve on necessary and required committees. The Department of Theatre currently has twelve tenure-track lines and 1 full time lecturer line. Currently the department's annual required base-line committee responsibilities are as follows:

- 3 members on the DRC
- 1 member on the CRC
- 5 members on the Curriculum and Assessment Committee (representing each Concentration area)
- 1 Scholarship Coordinator
- 2 CoAA Faculty Council reps
- 1 CoAA Curriculum Committee member
- 1 CoAA Diversity Council member
- 1 CoAA Graduate Arts Working Committee member
- 1 University Faculty Council member

In addition, the department is often required to assemble search committees, task forces (such as the Children's Theatre of Charlotte task force), and special committees (such as the various Concentration area Working Groups charged with developing senior capstone courses). We must also respond to special requests from the college and university (such as the April 30 Remembrance Concert Planning Group, the Social Impact on the Arts Advisory Committee, and the Council on University Community Working Group) as well as various Commission Actions assigned by our accrediting organization, the National Association of Schools of Theatre.

This mapping exercise illustrates the fact that, in order to meet university, college and department base-line governance and faculty management responsibilities, all tenure-line faculty will be expected to serve beyond the normative service loads *at certain times*. When possible, untenured faculty will be given priority for fewer committee assignments in acknowledgement of the rigors and pressures of the RPT process at a research university.

In years when merit funds are available, meritorious service would comprise substantial commitment and documented contributions that go beyond the normative service load expectations as outlined above.

Administrative Service Positions with course release

At present, there are two administrative service assignments that receive course release:

- The Undergraduate Studies and Recruitment Coordinator position receives a 1 course release (3 contact hours) per year.
- The Theatre Education Coordinator position receives a 1 course release (3 contact hours) per year.

Administrative Service Positions without course release

- Head of Acting Program (within Performance Concentration)

APPENDIX: DEPARTMENT OF THEATRE REASSIGNMENT OF DUTIES POLICY

There are two kinds of Reassignment of Duties:

1. Through the Office of Academic Affairs, which both grants the RD and financially supports the associated costs. “The purpose of the Faculty Development Reassignment of Duties Program (RD) is to provide institutional encouragement and tangible support to the faculty to maintain, broaden and enhance instructional, scholarly research, and service capabilities that are valued by the Colleges and Departments. In particular, the program provides resources on a competitive and accountable basis to make reassignments of duties for selected faculty to pursue professional interests surrounding their institutional responsibilities.” ~ “UNC Charlotte Academic Policy and Procedure: Reassignment of Duties”

Only tenured faculty are eligible for a Division of Academic Affairs RD. In general, faculty will be awarded the RD for either one semester at full salary or for two semesters (one academic year) at one-half salary. Faculty on a RD should agree to take leave or resign from campus obligations such as department, college, and campus committees during the time of the RD. Generally, faculty members are eligible to apply for an additional RD after six years of further service. An application/proposal for a University RD is due in early November for the following academic year. Please refer to the Office of Academic Affairs for information about how to apply:

<http://provost.uncc.edu/policies/reassignment-duties>

2. Through the department chair’s office, which sets the rules for the RD and absorbs any associated costs (for example, paying a part-time instructor to cover courses normally taught by the faculty on leave). These RD may be partial (with faculty released from some but not all teaching and/or service responsibilities) or full (with faculty released from all teaching and/or service responsibilities). An application/proposal for a Department RD has to be submitted and approved before the course schedule for the impacted semester is due to the registrar. So, for example, a proposal for a RD for fall 2020 would be due by the beginning of February, 2019 (unless the faculty member’s normal workload involves designing or directing for the department mainstage season, which necessitates an application made before the season selection process is undertaken in the early fall).

General guidelines:

- Tenured faculty interested in an RD should apply for an OAA RD, both because it alleviates financial pressure on the Department and because receiving one is a mark of achievement at the University level.
- Untenured, tenure-stream faculty who have access to special opportunities that support their research plan and require release from teaching and/or service in order to be successfully accomplished should apply for a Department RD. Except under extremely unusual circumstances, only one pre-tenure RD per faculty member will be considered.
- All reasonable effort will be made to support faculty opportunities; however, RD at the Department level are not guaranteed and will be made on the merit of the proposal and in conjunction with staffing needs and available financial resources at the time of the request.