

Parsons Full-Time Faculty Workload System

Proposed by the Parsons Faculty Council

Presented to the Parsons Faculty Assembly on May 5, 2009

Presented to the Dean and Parsons Executive Council on May 22, 2009

Faculty Affairs Committee Membership

- › **Tamara Albu**, School of Fashion
- › **Adam Brent**, School of Design Strategies
- › **David Carroll**, School of Art, Media & Technology
- › **Heike Jenss**, School of Art & Design History & Theory
- › **Cynthia Lawson**, School of Design Strategies
- › **Gregory Newton**, School of Art & Design History & Theory

Parsons Full-Time Faculty Workload System

Guiding Principles

▸ **Simplicity**

- An understandable workload framework leads to its adoption, usability and enforcement.

▸ **Equity**

- A workload framework should engender consistent expectations across Parsons by faculty and leadership.

▸ **Alignment**

- Reconcile the workload policy with the promotion review process.

▸ **Flexibility**

- A workload framework should not restrict academic and creative freedoms.

▸ **Existence**

- Parsons has not yet experienced a transparent workload culture.

Parsons Full-Time Faculty Workload System

Process & Research

- **Respond to the Charge by Dean Tim Marshall**

- Identify ambiguity, issues, precedents and propose a policy by May 22, 2009

- **Review of previous workload proposals and discussions**

- Existing proposals have either been too complex or too simplistic and fail to address Parsons' unique needs while remaining a “self-evident rationale.”

- **Review of New School workload standards**

- Realization that “one size” does not “fit all” — Parsons has unique concerns

- **Review of peer institution workload systems**

- No “standard” as each school has its own custom policy or framework — none had a precise model worth emulating

- **FTF outreach by “school” to identify issues and concerns**

- Meeting notes revealed a unity across schools regarding our central issues

Parsons Full-Time Faculty Workload System

Basic Model



Principal Faculty

	Time	Days
Teaching & Advising	60%	3
Service	20%	1
Research & Creative Practice	20%	1

Courseload Sample

	Fall	Spring
Courses	2	3
Contact Hours	12	12
Preparation Hours	6	6
Graduate Advising Hours	6	6
Total Teaching Hours	24	24
Teaching Ratio	60%	60%

Contract

	Search
9 month contract & salary	national
"summer ninths" to earn external funds	job-talk
university policy courseload buyout	provisional promotion

- Based on a 40 hour workweek at 100%
- Correspond a percentage to workweek days: 60% $\approx$ 3 days
- Derive a courseload breakdown of hours to measure percentage and reflect the many variations of teaching activities: *contact hours vs. prep vs. advising*. Yours may vary. We encourage individual faculty members to calculate their own courseload.
- This courseload is a sample teaching load. Hours vary based on adjustments considered by role and teaching variety, discussed later.
- Sample reflects a load of two 6 credit studios in the Fall and one 6 credit studio and two 3 credit electives in the Spring for 12 total contact hours.

Parsons Full-Time Faculty Workload System

Core Categories



Principal Faculty

	Time	Days
Teaching & Advising	60%	3
Service	20%	1
Research & Creative Practice	20%	1

Contract

9 month contract & salary	national
"summer ninths" to earn external funds	job-talk
university policy courseload buyout	provisional promotion

Search

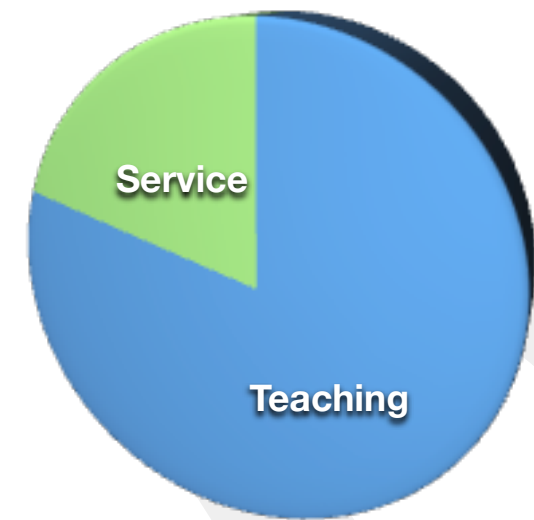
Term (Teaching)

	Time	Days
Teaching & Advising	80%	4
Service	20%	1
Research & Creative Practice	0%	0

Contract

9 month contract & salary	immediate
"summer ninths" to earn external funds	provisional

Search



Parsons Full-Time Faculty Workload System

Leadership Categories for Principal and Term Faculty



Dean

	Time	Days
Teaching & Advising	10%	0.25
Service	80%	4
Research & Creative Practice	20%	0.75

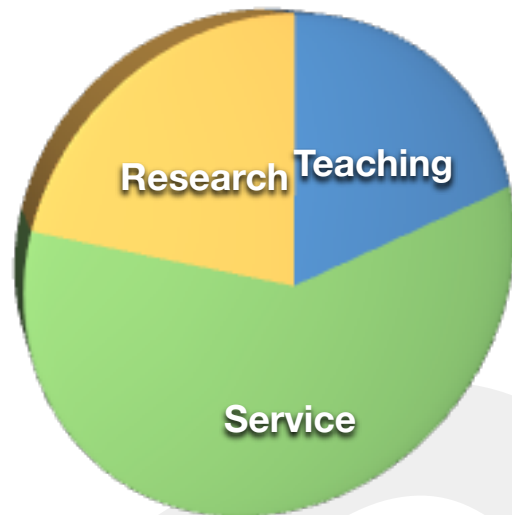
Contract

12 month contract & salary

Search

national
internal-interim

- Leadership categories are anchored by the Service component



Director/Chair

	Time	Days
Teaching & Advising	20%	1
Service	60%	3
Research & Creative Practice	20%	1

Contract

9 month contract & salary

Search

national
"summer ninths" to earn external funds internal-rotating
special relief options available



Coordinator

	Time	Days
Teaching & Advising	40%	2
Service	40%	2
Research & Creative Practice	20%	1

Contract

9 month contract & salary

Search

national
"summer ninths" to earn external funds job-talk
university policy courseload buyout provisional promotion

Parsons Full-Time Faculty Workload System

Principal Faculty Variations



Tenure Track Faculty

	Time	Days
Teaching & Advising	40%	2
Service	20%	1
Research & Creative Practice	40%	2

- Tenure Track Faculty use additional Research time to earn promotion.



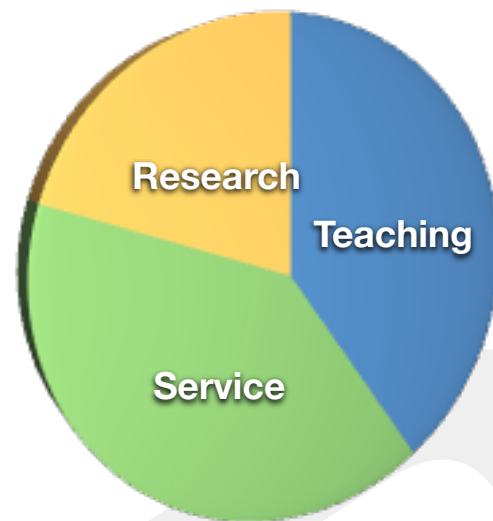
Tenured Faculty

	Time	Days
Teaching & Advising	30%	1.5
Service	30%	1.5
Research & Creative Practice	40%	2

- Tenured Faculty are assumed to win grants to buyout teaching load, in certain cases.

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Principal Faculty Variations



EE Track Faculty

	Time	Days
Teaching & Advising	40%	2
Service	40%	2
Research & Creative Practice	20%	1

- EE Track Faculty use additional Teaching time to earn promotion.



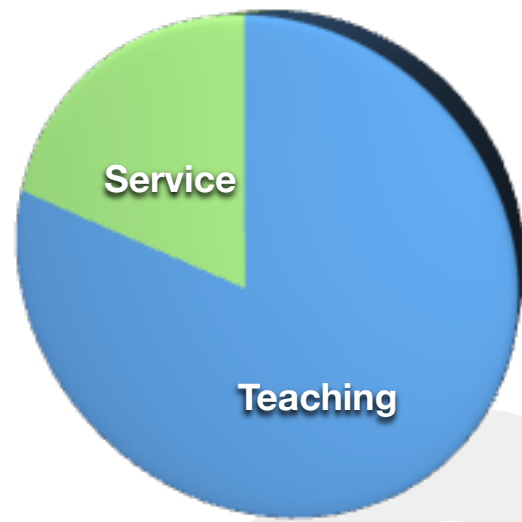
EE Faculty

	Time	Days
Teaching & Advising	40%	2
Service	30%	1.5
Research & Creative Practice	30%	1.5

- EE Faculty are assumed to win grants to buyout teaching load, in certain cases.

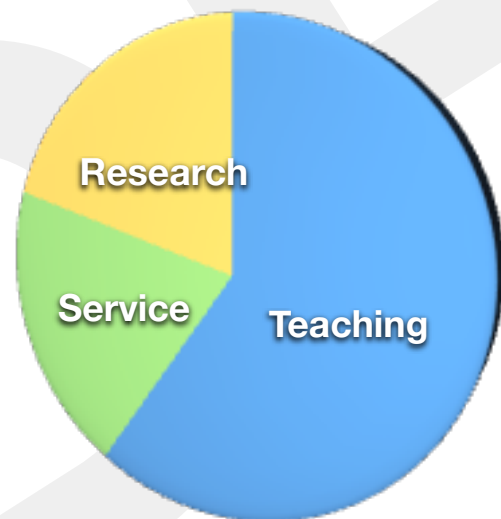
Parsons Full-Time Faculty Workload System

Term Faculty Variations



Term (Teaching)

	Time	Days
Teaching & Advising	80%	4
Service	20%	1
Research & Creative Practice	0%	0

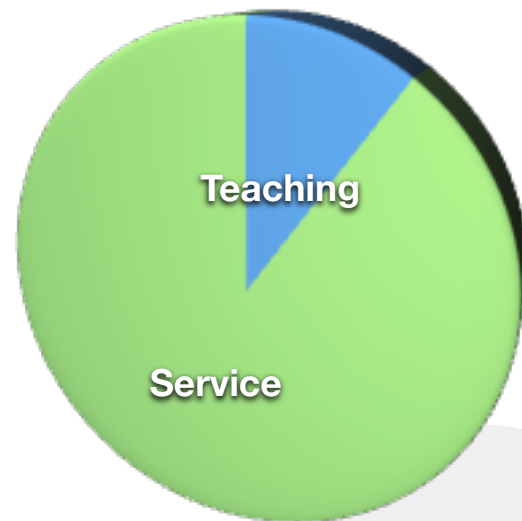


Term (Research)

	Time	Days
Teaching & Advising	60%	3
Service	20%	1
Research & Creative Practice	20%	1

Parsons Full-Time Faculty Workload System

New Term Faculty Categories Proposed



Faculty Specialist

	Time	Days
Teaching & Advising	10%	1
Service	90%	4
Research & Creative Practice	0%	0

Contract

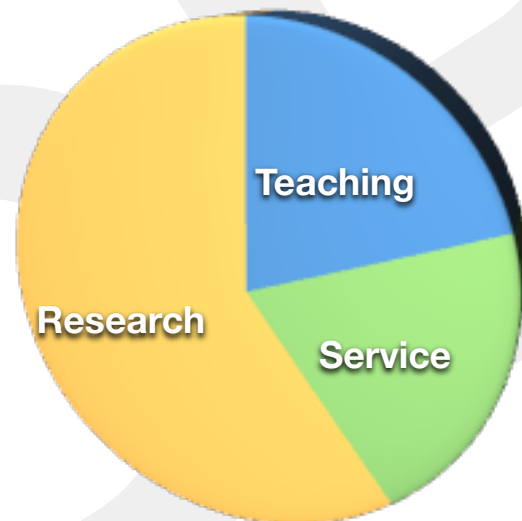
9 month contract & salary

Search

immediate

"summer ninths" to earn external funds

provisional



Research Faculty

	Time	Days
Teaching & Advising	20%	1
Service	20%	1
Research & Creative Practice	60%	3

Contract

externally funded

Search

immediate

grant terms

provisional

Parsons Full-Time Faculty Workload System

Workload Reflection at Annual Review

- Faculty are encouraged to use a standard taxonomy and “tag cloud” to capture an actual or aspirational snapshot of workload activities to share with supervising faculty.

Taxonomy of Workload Activities

Teaching	Advising	Service	Research	Creative Practice
seminar	undergraduate	administration	innovation	creativity
lecture	graduate	curriculum development	discovery	exhibition
studio	recommendations	program coordination	documentation	commercial
supervision		peer evaluation	dissemination	artistic
technical R&D		committee service	publication	non-profit
pedagogical R&D		technical facility management	presentation	
individualized study		curatorial		
graduate thesis advising		recruiting		

- Employ a standard set of terms to describe the categories and sub-categories of workload activities.

- Terms should remain neutral, concise and modular.

- Integrate with datamining <http://mining.parsons.edu>

Tag Cloud Sample

studio, graduate thesis advising,
pedagogical R&D, graduate advising, technical R&D,
recommendations, individualized study

committee service, curatorial,
peer evaluation, program coordination, curriculum
development, recruiting

innovation, presentation,
creativity, commercial, artistic, non-profit,
exhibition, documentation, dissemination

- Note how size and order of tag cloud text represent how taxonomy is applied to workload on a case-by-case basis.
- Tag clouds depict a faculty's contribution at-a-glance without unnecessary precision.



Parsons Full-Time Faculty Workload System

Outstanding Issues

- **Research support inequitable across divisions**
 - Need to address requirements of research or teaching assistants to achieve divisional equity and establish Parsons as a research and graduate institution
- **Varieties of course length and type**
 - Need consideration for departures from a conventional on-campus 15 week course (shorter courses/intensives, summer in-lieu of semester, online)
- **Duration of Contract**
 - Deans adhere to guidelines around the duration of contract and expectations beyond are properly compensated with the system of summer ninths
- **New Categories**
 - **Faculty Specialist**
 - The proposed “technician” term rejected as pejorative to address special requirements of managing Parsons art & design facilities
- **Courseload Buyout**
 - Need for University wide policy & calculation metric

Parsons Full-Time Faculty Workload System

Outstanding Issues

‣ Leadership Roles

- As newly tenured and EE faculty emerge from the promotion review process, should they be expected to take on a greater Service load?
- Should Deans look to tenured and EE faculty to fill leadership roles, such as Directors, Chairs, Coordinators, etc.

‣ Directors deserve incentives and concessions

- Clock relief, sabbatical after directorship term, stipend options for extra work
- Emergence of school Dean and phase-out of conventional Chairs and departments requires increased reward for Directors
- Question of implementing Director as a rotating position in handbook and workload policy
- Problem of tenure-track and EE faculty being penalized by serving as Director
- Director workload is currently unsustainable

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Special Relief Options

‣ Directorship Relief

- In recognition of the burden of service, a Director may choose *one* of the following relief options in reward for a 3 year leadership term:
 - Clock Relief (1 year) after term completes
 - Early sabbatical (1 semester) two semesters after term completes
 - Teaching or Research Assistant (1 graduate student) for duration of 3 year term
- Scheme relies heavily on assumption of implementing 3 year Directorship rotations
- School deans should discuss opportunities for existing Directors to benefit from these options to recognize service