

DeGroote School of Business Guidelines Balancing Teaching, Research and Service Contributions

The DeGroote School of Business recognizes that as tenured faculty members' careers evolve their interests may change and their relative contributions in teaching, research and service to the Area, School and University may change. The intent of these guidelines is to acknowledge and reward appropriately the contribution of faculty who make such shifts.

The normal expectation is that tenured and tenure-track faculty will contribute in significant and measureable ways to all three of teaching, research and service in the proportion of 40%, 40% and 20%, respectively. Notwithstanding this guideline, the particular balance of teaching, research and service can vary within a normal range both across faculty members at a given point in time and year-to-year for an individual faculty member depending on an individual's interests and opportunities and the needs of his or her academic unit. In some cases, the Dean or the University may approve a different balance of loads for a specific individual for reasons such as an exceptional service contribution, the holding of a research chair, and the need to provide exceptional teaching service. These guidelines are not meant to address such normal variation. It addresses longer-term re-balancing across the stages of a career.

These guidelines provide for the assigning of additional teaching and/or service to tenured faculty who have become less active in research so that a reasonably equitable workload distribution among faculty is maintained. It assumes the principle that faculty no longer significantly engaged in research must expect to take on additional responsibilities either at their own initiative or through the intervention of the Dean. These guidelines provide a mechanism for the rebalancing to be formally recognized by the School and for the faculty member to be accorded certain safeguards when rebalancing is undertaken.

1. Faculty members who wish to change their workload balance on their own initiative should consult their Chair and the Dean to discuss the terms of the change, ensure that the change is formalized and that the safeguards described below are included, as appropriate.
2. Tenured faculty members whose research output is below School expectations for a sustained period may be deemed by the Dean, in consultation with the Area Chair, and after discussion with the faculty member, to have additional workload capacity. In such cases, at the discretion of the Dean, the faculty member may be assigned additional teaching and/or service.
3. The teaching load assigned in such cases can be up to 8 one-semester courses (24 units) per academic year.
4. A faculty member whose assigned teaching or service is to be altered through these guidelines will be notified formally, in writing, by the Dean, normally when teaching assignments are made for the upcoming academic year but in no case less than one semester in advance.

5. The Research Leave Policy for tenured faculty (SPS C1) stipulates that a faculty member “have a satisfactory record of scholarly achievement since the beginning of the previous research leave”. The assignment of additional teaching and/or service responsibility may result in altering the expectation of such scholarly achievement. A faculty member who has been reassigned duties may apply to the Research Leaves Committee for a six month research leave aimed at returning to the normal work assignment of 40% research, 40% teaching and 20% service. To qualify, a faculty member must be eligible by time for the leave, have a satisfactory record of scholarly achievement during their reassigned duties, and have a satisfactory plan to use the leave to restore their research outcomes to normal levels or to devote their time to pedagogically oriented scholarship. When these conditions are met, the leave shall not be unreasonably denied. A normal work load will be assigned to the faculty member for one year following the leave. At the end of that year the Dean in consultation with the Chair will review the faculty member’s research output to determine whether the normal work assignment should continue.
6. A faculty member whose balance among teaching, research and service responsibilities has been changed under these guidelines will be awarded merit (CP/M) using a formula that is weighted to more accurately reflect this balance, as agreed upon through discussion with the Dean and Chair.
7. The adjusted balance of a faculty member’s responsibilities under these guidelines may be changed by written application to the Dean, with supporting documentation, normally only after three years with the adjusted balance.
8. These guidelines will not be applied to tenure-track faculty whose tenure decisions are still pending.

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