

**Rutgers AAUP-AFT Faculty Workload Report
Summary of Recommendations and Conclusions
May 1, 2009**

Faculty productivity is, first and foremost, the responsibility of the faculty itself. It is expected that all full-time faculty will perform a full-time workload. The appropriate goal for a faculty workload policy is to ensure that each faculty member is carrying an equitable combined load of teaching, research and service. (See Part 2.)

Faculty workload policy should not be viewed as a means of responding to the budget crisis. Given that the overwhelming majority of Rutgers faculty already work long hours at a high rate of productivity, there is no reason to expect that an equitable workload policy will result in increased output. The University may not unilaterally impose an overall increase in workload requirements without first bargaining with the Union over the appropriate compensation. (See Part 3.)

Faculty workload policies should be developed at the departmental level using accepted procedures of faculty governance including the adoption of proposed policies by faculty vote with approval by the Dean. (See Part 4.)

In general, voluntary workload policies are preferable to mandatory. An increased teaching load that results from a voluntary shift in a faculty member's professional commitments is far more likely to yield high quality teaching than an increased load imposed as a penalty for low scholarly production. It would be a serious mistake to impose mandatory requirements on an entire department because of a problem with one or two faculty members. In the event that a mandatory policy is nevertheless deemed necessary, a number of best practices are suggested. (See Part 5.)

Because of the wide variation in the forms and assessment of scholarship, teaching, and service across disciplines, individual faculty workloads should be negotiated at the departmental level. There should be full participation by an appropriate faculty committee or committees, and the department's authority to vary workloads must have the unequivocal support of the dean and the administration. The individual workload assignments of each faculty member on a given track (e.g., tenure track) should be disclosed to all members of the faculty on that track in that department. Finally, there should be some avenue of individual appeal. (See Part 6.)