

Faculty Workload Executive Summary

BOV Academic Affairs, April 2023

Rector's Charge, Fall 2022

The Board requested that the Faculty Assembly work with the President and Provost to facilitate the effective implementation of the strategic plan and analyze faculty productivity. In addition to other tasks identified by the Provost, the Board asks the Provost, in consultation with the Faculty Assembly, to report to the Board at its meeting in April 2023 on faculty productivity, and initiatives to support the significant growth of STEM disciplines and address any observed changes in the arts, humanities and social sciences to ensure continued success in all areas.

Work Accomplished

In early 2023, the Provost's team completed the Provost's Data Initiative, publishing a [longitudinal enrollment dataset](#) for undergraduate majors (39) and graduate programs (77) that also tracks degrees conferred over time. This open dataset supports deans, chairs, and faculty in program planning and curriculum analysis. The resource is used to project staffing needs, curricular needs, track enrollment changes, and inform decennial reviews and accreditation. The data dashboard was reviewed and validated by all deans, academic leaders, and Faculty Assembly. Complementing the enrollment and graduation data, the Provost's team and Faculty Assembly together took a deep dive in workload comparisons with our cohort of R2 universities. This dataset too has been shared and validated.

Findings

Teaching contributions. Analysis of teaching workload in Arts & Sciences and the four schools matches the standard loads for tenured/tenure-eligible faculty (T/TE) and non-tenure-eligible faculty (NTE). W&M's typical teaching workload expectation for full-time T/TE faculty is 40%/40%/20% (teaching/research/service) whereas full-time NTE faculty load is 80-90/20-10 (teaching or research/service). T/TE faculty are assigned variable workloads depending on research productivity, with increasing course loads for those who are not research active. There are opportunities in most academic units to improve consistency in: a) application of variable workloads; and b) allocation of course releases for administrative service. These steps will ensure continuing improvement in overall faculty productivity.

Research contributions. William & Mary is classified as one of 133 "R2: Doctoral Universities-High Research Activity" and is one of only two R2 universities listed in the U.S.

News and World Report Top 50 rankings of institutions of higher education. In FY 21, W&M faculty were awarded over \$42M in sponsored expenditures and another \$2.6 million in private funds. W&M ranks number 16 among R2s for sponsored research and has opportunity for improvement. Notably, William & Mary has received the most SCHEV Outstanding Faculty Awards in Virginia.

Retirement trends. W&M is approaching a decade of retirements in T/TE faculty. Half of the T/TE faculty members are full professors. 40% of tenured faculty have been at W&M over 20 years, and approximately 31% are 61 years of age or older. Prospective planning will ensure institutional knowledge is retained, transitions are smooth, and strategic objectives are reached.

Hiring trends. From FY18-FY22 faculty reductions (5%) occurred as enrollment grew (10%), which increased the student-faculty ratio to 13-1. Low enrollment courses filled, resulting in the increase of mid-sized classes (21-49) to accommodate more students. Achieving class capacity in low enrollment courses provides efficiencies, as when mid-size classes grow, student access to needed courses can be limited. Going forward, hiring will address course needs, growth, and Vision 2026 goals – returning the student-faculty ratio to 12:1.

Next Steps, Phase II

The Provost's team will expand the dataset. Phase II of the Provost's Data Initiative will fill gaps in the ways academic leaders track faculty workload, identified in Phase I. To maintain W&M's promise of highly personalized learning requires essential teaching functions such as research mentoring, lab design, undergraduate advising, doctoral advising, peer reviewing – and less formal kinds of faculty work such as organizing events for students, or serving on award committees [both for the university and the discipline](#). As in Phase I, academic leaders and Faculty Assembly will validate findings.

Deans will apply workload principles consistently within their schools and units. Phase II will establish consistent principles for variable workloads appropriate to A&S and the four schools for all full-time, tenured faculty. Variable workloads ensure that those with high research activity adjust their courseloads down, while those with lower research activity adjust up. In addition, Phase II will provide for consistent allocations of course releases for administrative service.

Departments with retirements in prospect will generate five-year plans. Programs and academic leaders will use this dataset to plan out five years, anticipating transitions, adjusting to changing enrollment patterns, and supporting the goals of Vision 2026.