"Departments and equivalent units will specify how they determine teaching loads. Departmental or equivalent unit workload policy will be 1) developed by the department faculty in collaboration with the department head and approved by the dean or equivalent administrator, 2) contained in written departmental guidelines, and 3) distributed to all faculty in the department. Department guidelines shall clearly specify the method by which teaching load is distributed. The dean or equivalent may ask for revisions to the departmental workload policy."

Excerpted from NMSU Policy Manual.

Finance Department Allocation of Effort Policy

The current university work load policy says that faculty "will normally be responsible for the equivalent of teaching 12 credits per semester." In addition to this "normal" load, the faculty member may be expected to participate in scholarly or creative activity, service, extension and outreach, and where applicable, leadership. Based on this policy, in the Finance Department the "standard" percentage allocation of effort would typically be as follows:

8 courses/ 24 credits per year = 80% teaching (10% per course), 10% scholarly activity and 10% service, extension, and/or outreach - for tenured and tenure track faculty; and

8 courses/ 24 credits per year = 80% teaching (10% per course), and 20% service, extension, and/or outreach - for non-tenure track "college" faculty.

However, in the Finance Department, as well as all other departments in the College of Business, it is common for faculty to receive a reduced teaching load to accommodate a comparable increase in scholarly activity or other responsibilities. This reallocation from the university "normal" load results from a variety of factors such as the intellectual contribution requirements of the College's accrediting body (AACSB – International) and external market conditions (workloads at peer institutions and national disciplinary norms). Typically, faculty in the finance discipline who are tenure-track are allocated a 4 course per year teaching load, tenured faculty in the finance discipline are allocated a 5 course per year teaching load, and tenure-track and tenured faculty in the business law discipline are allocated a 6 course per year teaching load. The difference in typical workloads between disciplines is a result of external market conditions.

In the Finance Department, unless negotiated for some other documented purposes, all course releases for tenured and tenure-track faculty (any course load less than 8 per year) will be deemed to be for scholarly activity.\footnote{In general, scholarship and creative activity is defined in Section 5.90.4.2 of the University’s Promotion and Tenure Guidelines. As this activity applies to maintenance of academic qualifications in the College of Business, see Section 5 of the College of Business Process Manual at: \url{http://business.nmsu.edu/administration/policies-manuals/faculty-hr/development/establishing-qualifications}.} Based on this policy, the percentage allocation of effort based on teaching load will be assigned as follows (absent documented justification otherwise):

6 courses = 60% teaching, 30% scholarly activity, 10% service, 0% extension and outreach.
5 courses = 50% teaching, 40% scholarly activity, 10% service, 0% extension and outreach.
4 courses = 40% teaching, 50% scholarly activity, 10% service, 0% extension and outreach.
Although graduate courses involve more difficult material and are taught at a higher level than undergraduate courses, no distinction is made between graduate and undergraduate courses in the allocation of effort for either finance or business law. Cross-listed courses taught simultaneously as well as undergraduate and graduate courses taught simultaneously with differentiated assignments are considered a single course for teaching load purposes. Courses taught “out of load” do not impact the allocation of effort.

Although faculty may receive course releases for scholarly activity, these releases are not to be considered automatic. For example, at any given time, a course release may not be available as a result of departmental staffing shortages.

Course releases for scholarly activity should result in a demonstrable and comparable increase in productivity. Such productivity should meet the expectations for scholarship and creative activity as given in the College of Business Policy Manual – Section 1: Allocation of Effort and Teaching Loads. In the absence of such productivity, course releases for scholarly activity will be discontinued, in accordance with College of Business policy.

If a faculty member believes that a deviation from the standard percentage allocations (as set out above) is warranted under a particular situation, the faculty member should prepare a memo specifying the teaching course load and percentage allocation of effort that is requested, and providing a justification. Per university policy, the impact of the following factors shall be considered in determining teaching load and the relevant factors should be addressed in the memo: courses with a lab component; career path of the instructor; tenure and promotion; workloads at peer institutions; national disciplinary norms; faculty retention; relative proportion of graduate and undergraduate instruction; supervision of master’s theses or doctoral dissertations; student advising and retention activity; mentoring activity; individual faculty member’s scholarly and creative productivity; service productivity; new preparations; method of course delivery; class size; help from graduate assistants; administrative and/or service assignments; team teaching; and methods of grading. Department heads are expected to document variations in allocation of effort, and if the request is approved, the faculty member’s memo will serve that purpose. If the request is denied and the faculty member desires to appeal, established University policies and procedures will be followed.

**Extension and Outreach:** Extension and outreach allocations will be used in the case of faculty who regularly deliver an educational program to external groups who are not enrolled in traditional “for credit” academic courses. In cases where a faculty member engages in this type of activity on an occasional basis, this effort will be treated as a “plus factor” in the service category, rather than as an extension and outreach effort.

**Sabbaticals:** Faculty who take sabbaticals will submit a sabbatical report at the conclusion of the sabbatical as required by the NMSU Policy Manual and will be evaluated based upon accomplishment of the sabbatical objectives as set forth in the sabbatical proposal. The sabbatical proposal should identify specific objectives and should include a proposed allocation of effort statement which relates the sabbatical objectives to teaching, scholarly activities, service, and/or extension and outreach. If a faculty

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2 [http://business.nmsu.edu/administration/policies-manuals/faculty-hr/allocation/effort](http://business.nmsu.edu/administration/policies-manuals/faculty-hr/allocation/effort).
member takes a one semester sabbatical, 50% of the performance evaluation will be based upon sabbatical activities and the allocation of effort agreed upon for the sabbatical and the other 50% will be based on the allocation of effort and performance criteria for the semester not on sabbatical.

**Leadership/Administrative Duties:** Faculty who undertake significant administrative responsibilities may request that a percentage of their evaluation be attributed to the administrative work and a reduction of the weighting of one or more of the other components.