



Dr. Margaret Walker
Director
School of Music
Queen's University
Kingston, Ontario K7L 3N6

9 July 2012

Dear Dr. Walker:

Re: School of Music – Workload Standard

Thank you for your letter of 3rd July enclosing the revised Workload Standard for the School of Music.

I am happy to confirm that I accept this Workload Standard.

Thank you for all the work you and your colleagues have done on this document.

With best wishes.

Yours sincerely,

Alistair W. MacLean, Ph.D., C.Psych.

Dean, Faculty of Arts and Science
Professor, Department of Psychology

cc: Gordon Smith
Lisa Neumann

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School of Music Workload Standard (Article 37.1)

With regards to Workload, the School of Music adheres in all cases to the guidelines contained in Article 37 of the Collective Agreement. Given how unpredictable student enrollments can be from year to year in music (particularly in the applied music area), Article 37.2.4 is important in the way that it describes how members may carry a "credit" or "debit" balance in teaching duties by teaching more or less than the normal load in any given year as long as the member's total load over a five-year period is consistent with the School of Music's Workload Standard which is defined below.

* The normal teaching load in music is 2.5 courses. For tenure, tenure-track and NR faculty this may include a 0.5 release for supervisory duties such as BAH Theses, Directed Special Studies, private composition lessons, chamber music coaching, and applied instruction. The normal teaching load for continuing adjuncts is based on the member's FTEs and is mutually agreed to by the Dean of the Faculty of Arts and Science, the Director of the School of Music and the member and may include administrative and/or other duties as needed to satisfy the member's FTEs.

* In applying the Workload Standard (Articles 37.1.2, 37.1.4, 37.1.5), consideration should be given to course enrolments. To meet curriculum requirements, normally, in a given year, each tenured, tenure-track or NR faculty member's teaching load will include at least:

- o One lecture course with enrolment typically above 50
- AND
- o One seminar course with enrolment typically between 10-24

* No faculty member should teach more than one course with enrolment over 100 in any given year. If delivery of the degree program requires assigning a member the instruction of two large lecture courses each having enrolments in excess of 100 students in any given year, then the member should be compensated with reduced responsibilities in other areas.

* If a tenured or tenure-track faculty member does not have one course with enrolment over 100, and the delivery of the program requires it, then the faculty member could be asked to take on some additional responsibilities in other areas.

Normal supervisory load [Article 37.1.4 (c)]

* Tenured, tenure-track and NR faculty are expected to supervise or instruct up to four students (graduate or undergraduate) each enrolled in a one-term independent study course during the academic year or equivalent. The Director's (or Director's Delegate's) assignment of supervisory courses must be mutually agreed to by the member and student. These may include, for example, BAH theses, directed special studies, private composition lessons, chamber music coaching and applied instruction.

* Qualified faculty may be expected to supervise education practicum students. Such work can only be assigned in conjunction with the appropriate course, as indicated in the calendar. Those who do such supervision should be given appropriate recognition and compensation for this work (Article 36.4.1).

* Faculty who supervise graduate students or serve on graduate student

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thesis committees should be given appropriate recognition for this work.
* Faculty who supervise research assistants should be given appropriate recognition for this work.

iii)

Normal expectations of the extent of commitment to scholarly/academic/research or other creative work:

- * Efforts should be made to support the work of all colleagues in the School of Music as creative musicians and musician/scholars in order to create a more vibrant academic community.
- * Members should be encouraged to engage in substantive research or creative projects and to provide evidence (such as outlines, sketches or research plans) of the work in which they are engaged.
- * While a productive research or creative record is important, quality should be the more important criterion. To this end, evidence of steady work on a substantial and significant project should be rewarded.
- * Dissemination of research or creative projects to a broader community should be encouraged and rewarded. This includes performances, concerts, presentations, and publications outside of the School of Music and into the university, community, provincial/national/international venues.
- * Given the extremely low level of funding available to musicians and musician/scholars, funded research/creative work cannot be a continual expectation. However, faculty members are encouraged to seek out funding and be rewarded when they receive it.

Normal administrative load:

- * The normal administrative load for each tenured, tenure-track or NR faculty is 2 major committees and 1 regular committee as summarized below:
 - o Major committees or equivalent responsibilities include: Appointments; RPT; Curriculum; Scholarships; Area coordinators; Coordinator of EMS, CLAM, and A/V computers; Visiting Artist/Lecture & Colloquium coordinator; Recruitment/Profile; Chair of Undergraduate Studies (see viii).
 - o Regular committees include: Academic advisors; Ensemble directors; Building/Space coordinator; Departmental Meeting Secretary; Library representative; Curator, Early Instrument collection; Website coordinator.
- * Faculty should be encouraged to participate in Arts & Science, University, and QUFA committees, which shall be considered equivalent to departmental committees.
- * It is understood that any that tenured, tenure-track or NR faculty may be approached by the Director to assume further duties as the smooth running of the School Requires. No faculty member may be forced to take on such extra duties.
- * When distributing departmental committee assignments, contributions to Faculty, University and QUFA committees should be considered. If the department needs to assign a higher than normal departmental administrative load, then those assignments should be given first to faculty members who are not serving on Faculty, University or QUFA committees.

* In consultation with the Director of the School of Music, a term or continuing adjunct may be assigned administrative duties. For continuing adjuncts, compensation for administrative duties may be either included in the calculation of their FTEs or paid as overload based on the following guidelines. Term adjuncts assigned administrative duties are compensated at the same rate of pay used for continuing adjuncts on overload.

- o Chairing a major committee or serving as area coordinator for large performance division is the equivalent of 0.4 workload (8% FTE) including, but not limited to: Piano Coordinator, Voice Coordinator, Scholarship Committee Chair, Curriculum Committee Chair, RTP Chair.
- o Chairing a small committee, serving as year advisor, or serving as area coordinator for a smaller performance division is the equivalent of 0.2 workload (4% FTE) including but not limited to: Woodwind Coordinator, Brass/Percussion Coordinator, String/Guitar Coordinator, EMS Coordinator, All Academic Area Coordinators.
- o Committee membership and other minor administrative responsibilities is the equivalent of 0.1 workload (2% FTE) including but not limited to: Membership on the Appointments, Curriculum, RTP and Scholarships Committee, Departmental Secretary, Chamber Coordinator, Performance Coordinator.

- v) Changing distribution of workload components over a Member's career
- * Tenure-track faculty shall not be required to chair any committees during their initial appointment but must serve on committees or undertake administrative duties as assigned, keeping in mind that tenure-track faculty should have a lesser administrative/service workload until they are tenured.
 - * To allow tenure-track faculty to develop his/her research profile and teaching skills, s/he shall have a reduced teaching load within the first year of their initial appointment and, where possible, that reduction shall continue through the second and third years of the initial appointment (Article 37.2.6).
 - * Faculty should be expected to do more administrative/service work after receiving tenure.
 - * When a faculty member is engaged in a major research or creative project (especially when substantial external funding has been received), other areas of responsibility (e.g. administrative/service) shall receive less emphasis from the Member (Article 37.2.4).

- vi) Workload expectations for the diversity of types of appointments and specialized functions within the department
- * Extraordinary achievement in teaching-related tasks should be given appropriate recognition through recommendation for merit. This includes but should not be limited to: organizing and rehearsing ensembles, organizing special events (e.g. fundraisers), organizing and supervising student practicum placements, supervising BAH thesis students, supervising directed special study students (or equivalent), and supervising graduate students from other departments or Faculties.
 - * Continuing adjuncts in the applied music area have the option of teaching above their established workload if additional applied students are available

and the adjunct wishes to take on extra students.

* Continuing adjuncts have the option of teaching courses for which they are qualified (even if not taught previously) before these courses are offered to persons outside the bargaining unit as described in Article 25 (25.10.2.7) of the Collective Agreement.

vii) Academic program obligations of the department

* To meet the academic obligations of the degrees offered (BMus, BAH music major and music medial, BA music minor and BMUS/BEEd), it is necessary for each tenured, tenure-track or NR faculty member to teach at least 2.0 courses and for the School of Music to maintain necessary levels of adjunct teaching.

viii) Mechanisms for dealing with extraordinary tasks accompanying administrative and other workload

*Chair of Undergraduate Studies: Where possible, the Chair of Undergraduate Studies shall receive a 0.5 course reduction each year of his/her term.

*Normally the term for Chair of Undergraduate Studies will be 3 years but no more than 5 years. No person can be required to serve longer than 5 years.