



THE UNIVERSITY  
OF ARIZONA

**Faculty Workload Report**  

---

**2023**

Faculty Affairs



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# SECTION I: EXECUTIVE SUMMARY

## Background and History

Faculty activity is central to our institutional mission to educate and innovate. We are pleased to provide a Faculty Workload Report offering the first examination of faculty workload data by track, title series, rank, and colleges. This report follows the initial [Preliminary Examination into Faculty Workload Report](#) launched in 2021 with the insights in this report made possible through the [Faculty Workload Distribution tool](#), which began in Fall 2022 and serves as a reliable source of faculty workload data with confirmation from faculty and department head/directors.

Faculty workload represents the breakdown of responsibilities for faculty into six primary areas that demonstrate their contributions to the University of Arizona:

- 1. Research/Scholarship/Creative Activity**
  - Examples may include, but are not limited to- publications, books, grants, exhibitions, creative activity, performances, or patents.
- 2. Teaching**
  - Examples may include but are not limited to- teaching classes, developing curriculum, mentoring students, or overseeing graduate student projects.
- 3. Service/Outreach**
  - Examples may include but are not limited to- peer reviews (journals, books, grants), leadership in national organizations, local and global community service as an expert in their field, or internal university service (department, college, or university level).
- 4. Clinical Service**
  - Examples may include but are not limited to- clinical teaching or clinical work with patients.
- 5. Administrative Service**
  - Examples may include but are not limited to- administrative positions within the institution, such as department head, assistant, or associate dean.
- 6. Other Professional Activities**
  - This category is typically only used by continuing status track faculty who have job descriptions and duties that are updated annually.

Key considerations regarding faculty workload include:

- Faculty and their department head agreement on the percentage distribution in where faculty devote their time to each area. This is typically set at the original point of hire in the offer letter to faculty and is reaffirmed each year at annual review.
- Faculty workload tends to be consistent from year to year; however, at certain times it may be adjusted due to sabbatical, grants/awards, temporary alternative duty assignment, or departmental needs.
- Workload expectations vary by college and discipline. More details are available on the [Promotion Criteria by College webpage](#).

## Key Take Aways from 2022-2023 UArizona Data

Historically, in U.S. R1 higher education institutions, tenure track faculty have adhered to a workload known as the *40-40-20 model*, consisting of 40% teaching, 40% research/scholarship/creative activity, and 20% service. However, with recent [faculty tracks](#) and [titles](#), the workload distribution is likely to vary based on different job expectations.

Findings (see Graph 1) indicate that on average, tenure track faculty are close to a 40-40-20 workload. Continuing status track faculty have the widest variety of workload. Career-track faculty workload varies by title. Those with the highest teaching workload include lecturers (83.2%), instructors (68.8%), professors of practice (68.1%), and clinical professors (55.2%). Research professors have the highest proportion of research workload (62.7%). In general, across tracks, full rank individuals tend to have a slightly larger administrative portion in their workload. Workload distribution varies by college.

### Tenure Track Faculty

- Tenure track faculty workload distribution on average across ranks was 35% teaching, 46% research/scholarship/creative activity, 17% service/outreach, and 2% administrative services.
- Assistant professors have a slightly higher percentage of research (50.5%) than other ranks in this track.

### Career-Track Faculty

- Research Professors on average dedicated 63% of their workload to research with teaching as a secondary responsibility, comprising 19% with the rest to service/outreach.
  - Full rank Research Professors dedicated a slightly higher portion of their time to service/outreach (14.6%) than other ranks in their title series.
- Professors of Practice, Lecturers, and Instructors have the largest portion of their workload dedicated to teaching (68.1%, 83.2%, and 68.8%, respectively), complemented by a secondary focus on service/outreach.
  - Full rank Professors of Practice had a slightly higher portion of their workload (8.2%) dedicated to research/scholarship/creative activity compared to other ranks in their title series.
  - Principal Lecturers had slightly more service/outreach and no research/scholarship/creative activity compared to other ranks in their title series.
- Clinical Professors demonstrate a substantial commitment to teaching, encompassing 50% of their workload, while their clinical service and outreach responsibilities contribute nearly 30%.

### Continuing Track Faculty

- Continuing track faculty exhibit a distinctive workload distribution tailored to their specialized job descriptions. Combining "other professional activities," cooperative extension, service/outreach, and administrative services collectively constitute nearly 62% of their responsibilities, aligning with the nature of their work.

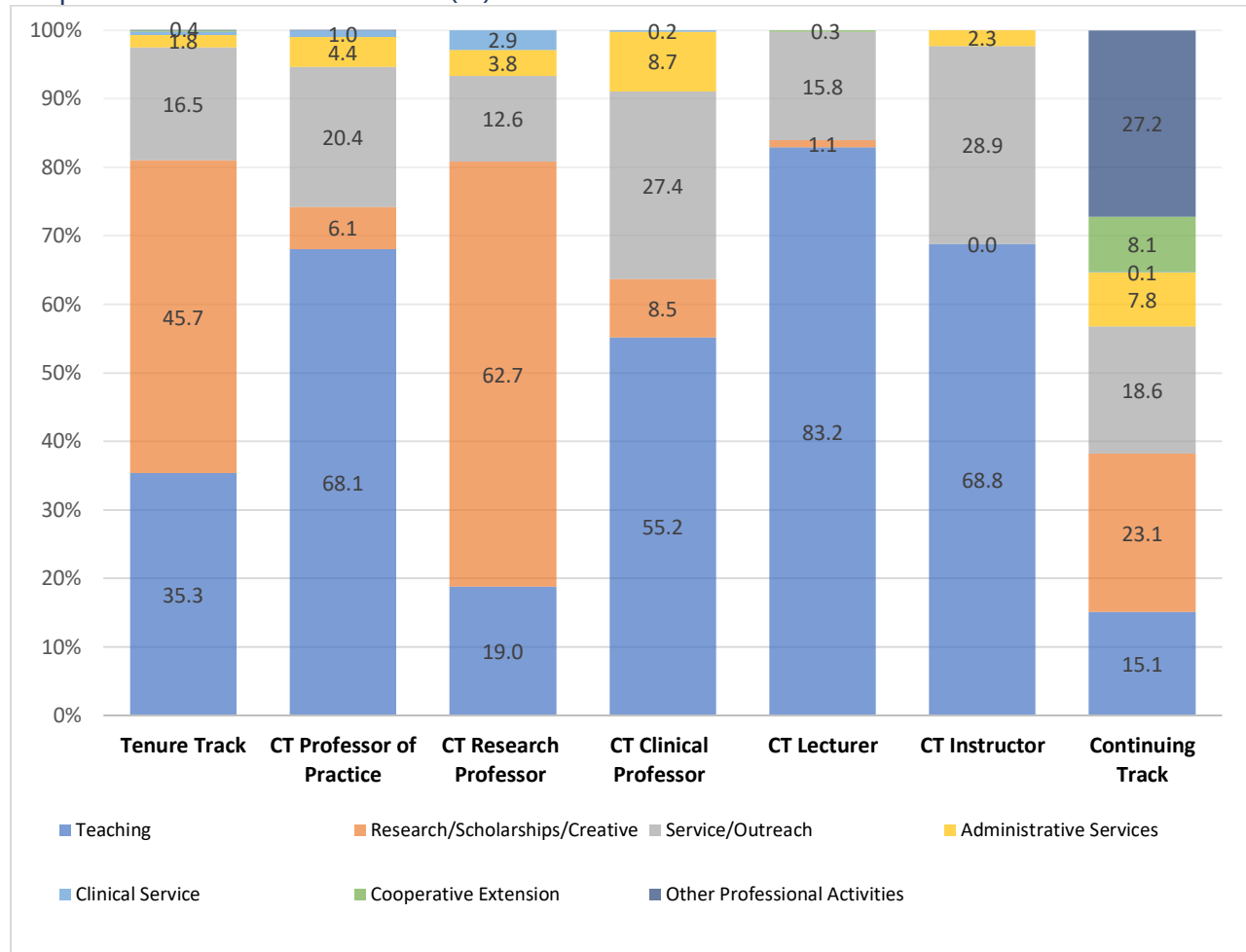
Research/scholarship/creative activity accounts for 23% of their tasks, while teaching responsibilities remain relatively low at 15%.

This report underscores the significance of understanding faculty workload trends as a means to advance fair and balanced work practices across the institution. Faculty retention remains a top priority for the University of Arizona, and gaining insights into faculty workload, coupled with the adoption of suggested strategies, can enhance faculty support as well as contribute to the fulfillment of the institution's overarching mission. We share the following steps from O'Meara and colleagues (2021) as a guide to ensure faculty workload equity within units.

- 1. Transparency** – departments have widely visible information about faculty work activities available for department members to see
- 2. Clarity** – departments have clearly identified and well-understood benchmarks for faculty work activities
- 3. Credit** – departments recognize and reward faculty members who are expending more effort in certain areas
- 4. Norms** – departments have a commitment to ensuring faculty workload is fair and have put systems in place that reinforce the norms
- 5. Context** – departments acknowledge that different faculty members have different strengths, interests, and demands that shape their workloads and offer workload flexibility to recognize this context
- 6. Accountability** – departments have mechanisms in place to ensure that faculty members fulfill their work obligations and receive credit for their labor.

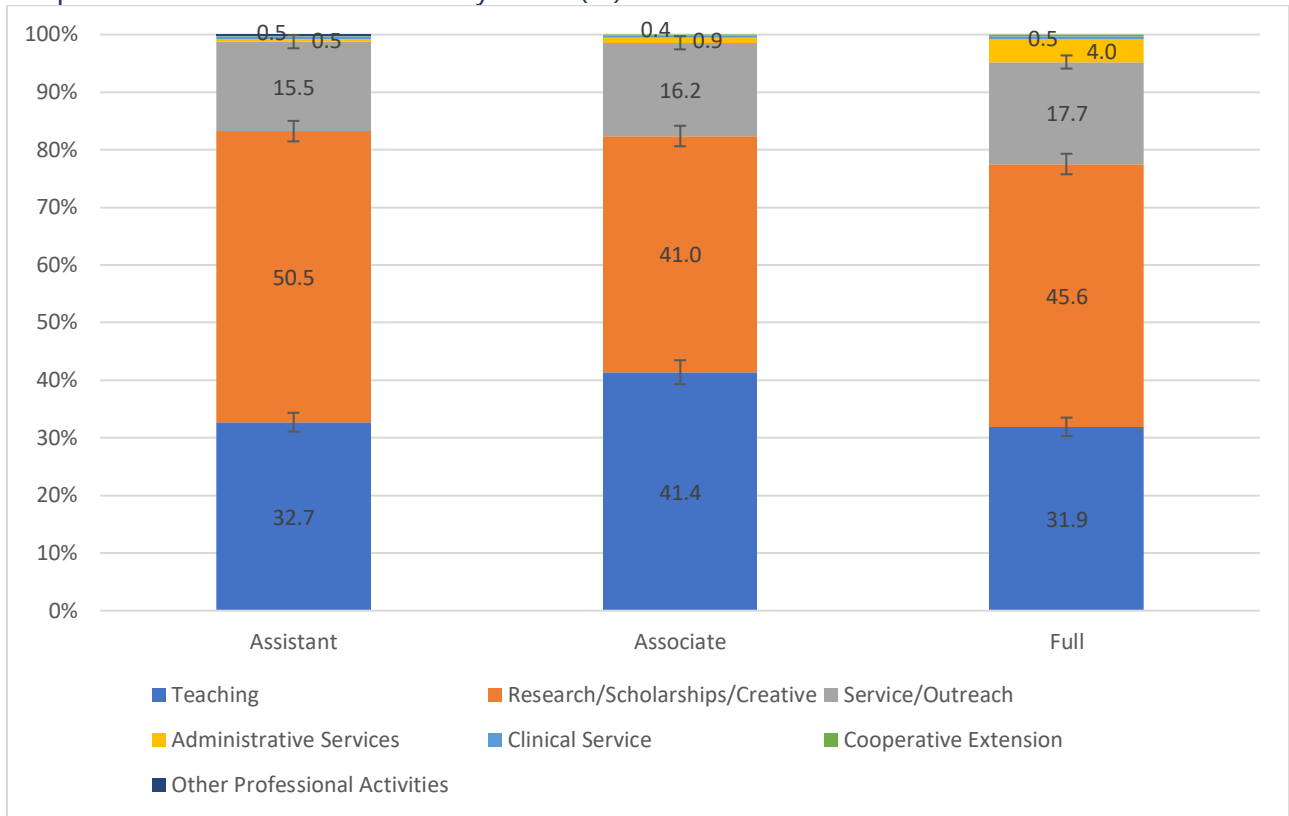
## SECTION II: UARIZONA FACULTY WORKLOAD 2022-23 GRAPHS

Graph 1. Workload Distribution (%) for All Tracks with Ranks Combined

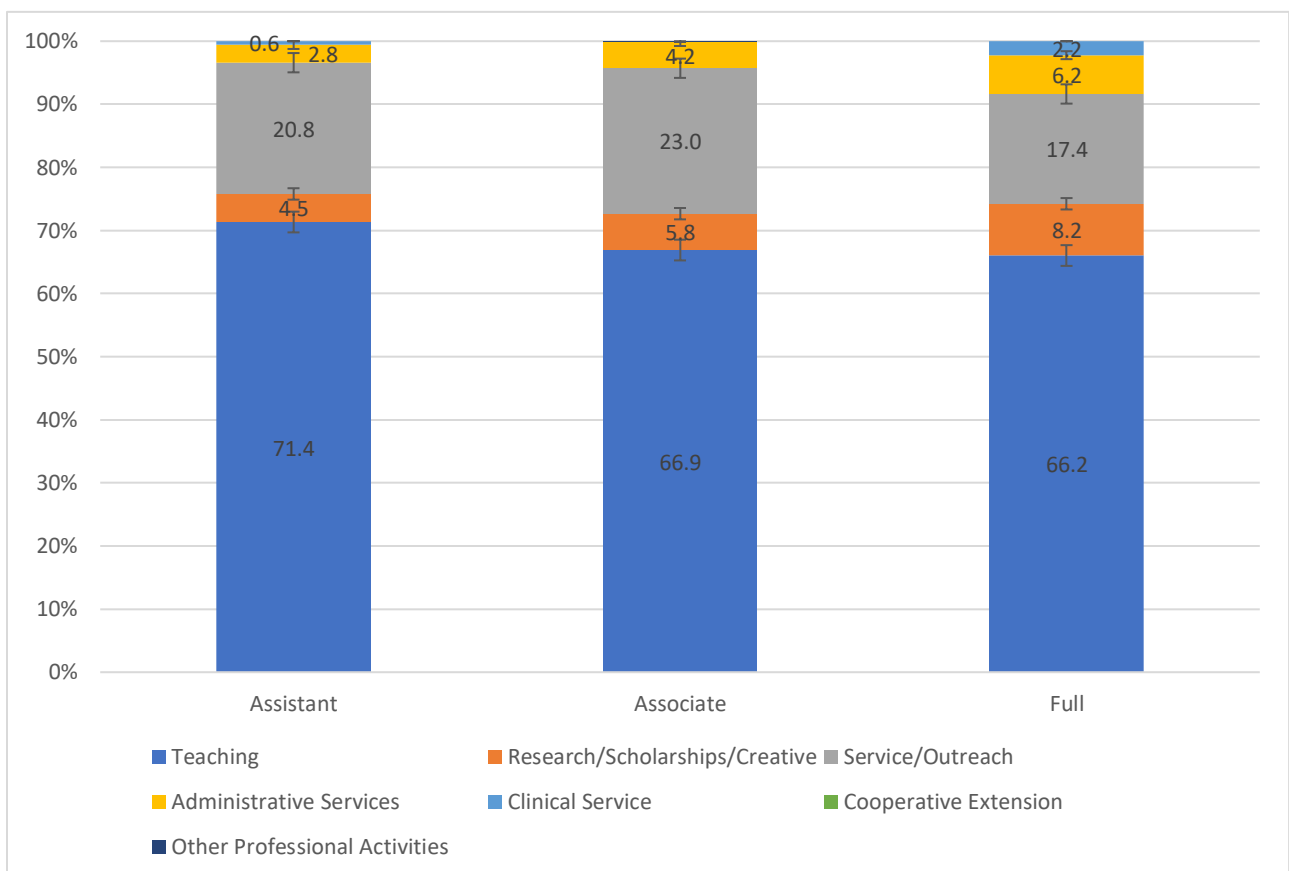


	N	Range (min-max)						
		Teaching	Research/Scholarships/Creative	Service/Outreach	Administrative Services	Clinical Service	Cooperative Extension	Other Professional Activities
Tenure track	1341	0-85	5-100	0-45	0-100	0-100	0-100	N/A
CT Professor of Practice	356	20-100	0-55	0-75	0-80	0-93	0	N/A
CT Research Professor	152	0-50	25-100	0-50	10-55	N/A	N/A	N/A
CT Clinical Professor	155	0-100	0-68	0-70	0-100	0-100	0-40	N/A
CT Lecturer	157	60-100	0-15	0-55	0-10	N/A	N/A	N/A
CT Instructor	52	30-100	N/A	0-50	0-50	N/A	N/A	N/A
Continuing Track	111	0-50	0-100	0-60	0-40	N/A	0-80	0-90

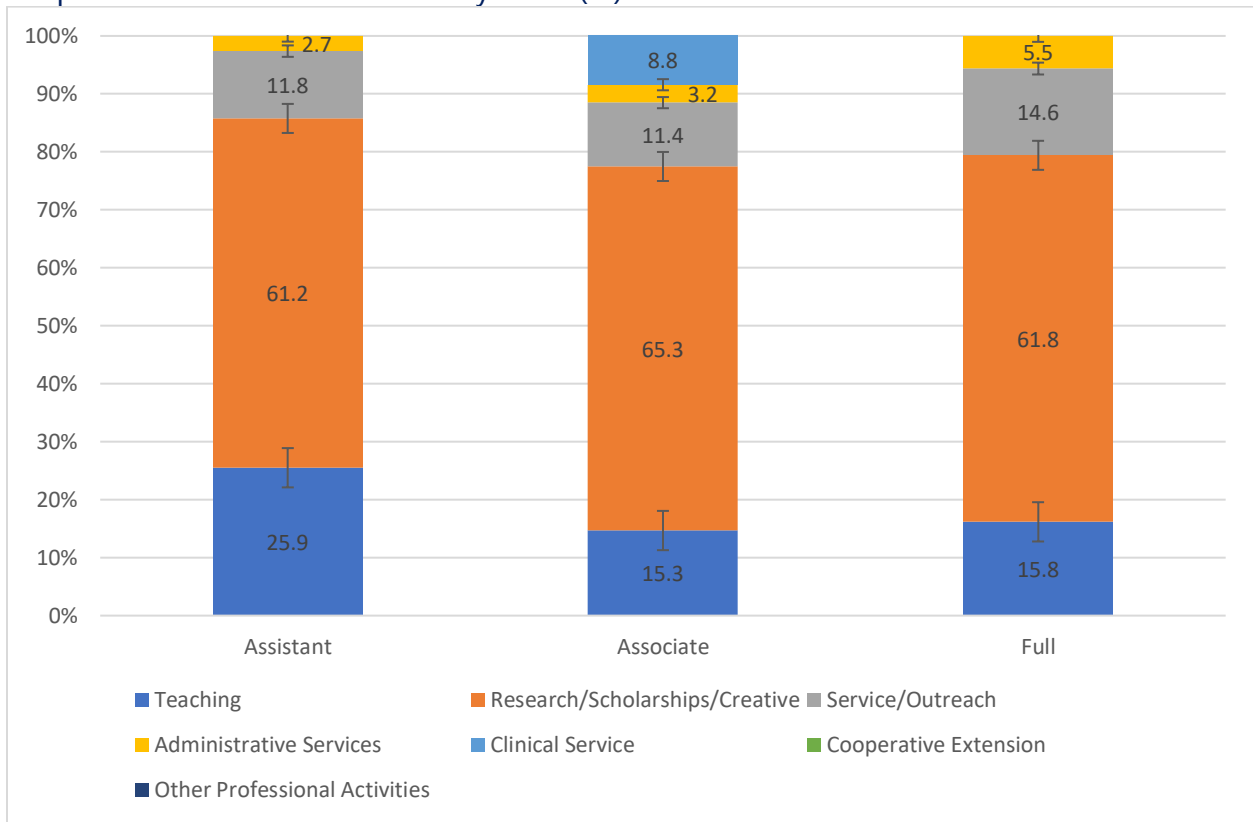
Graph 2. Workload Distribution by Rank (%) - **Tenure Track**. 2023



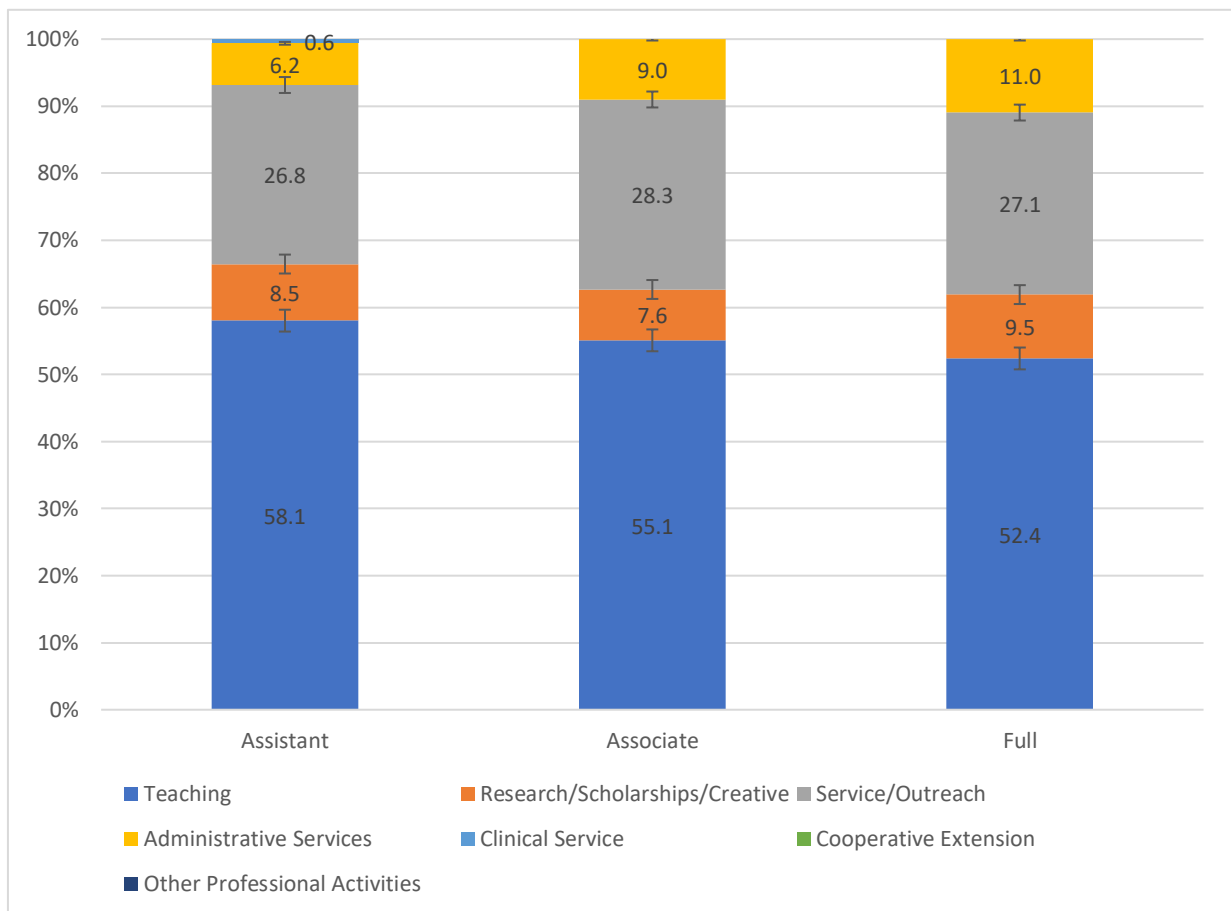
Graph 3. Workload Distribution by Rank (%) – Career-Track **Professor of Practice**. 2023



Graph 4. Workload Distribution by Rank (%) – Career-Track **Research Professor**. 2023

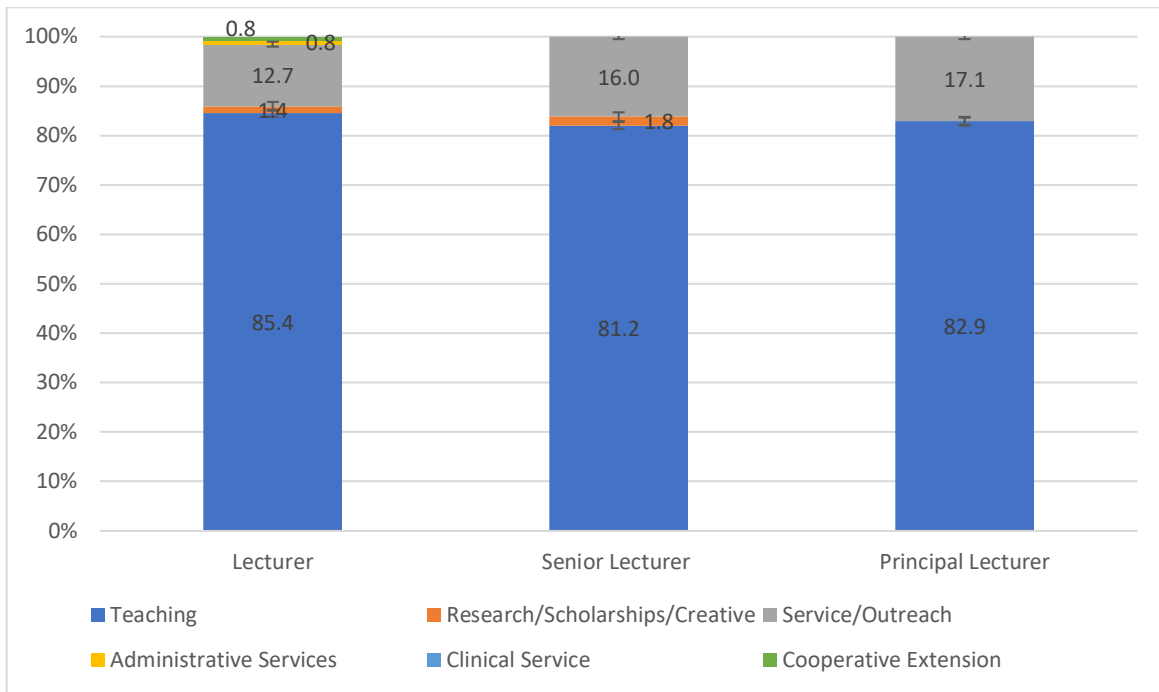


Graph 5. Workload Distribution by Rank (%) – Career-Track **Clinical Professor**. 2023

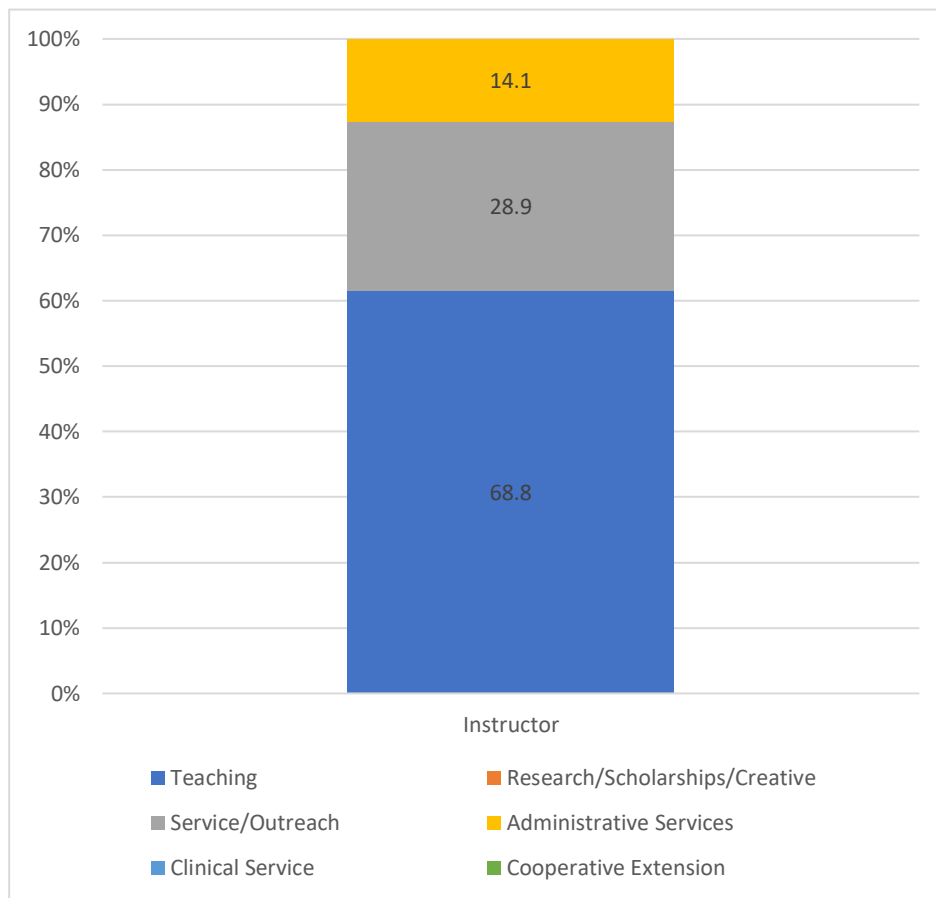




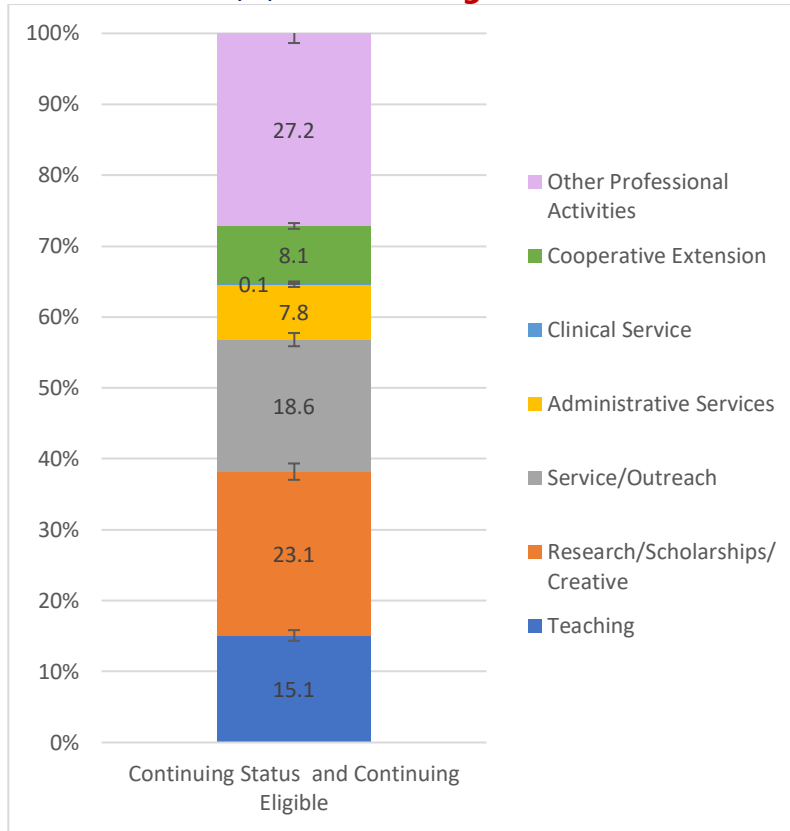
Graph 6. Workload Distribution by Rank (%) – Career-Track **Lecturer**. 2023



Graph 7. Workload Distribution (%) – Career-Track **Instructor**. 2023



Graph 8. Workload Distribution (%) – **Continuing Track** – All Ranks\* 2023

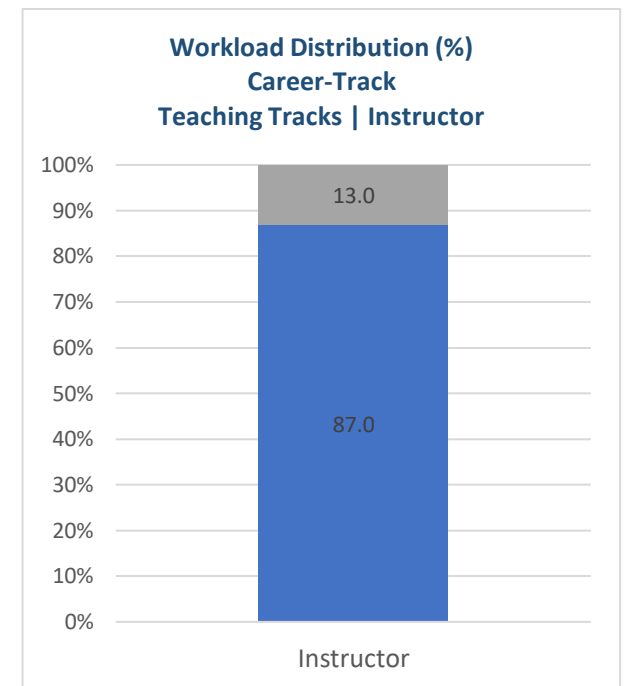
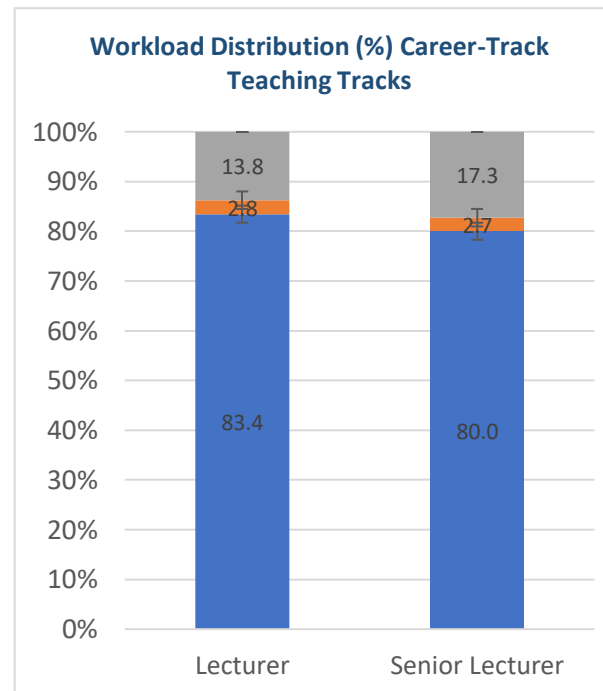
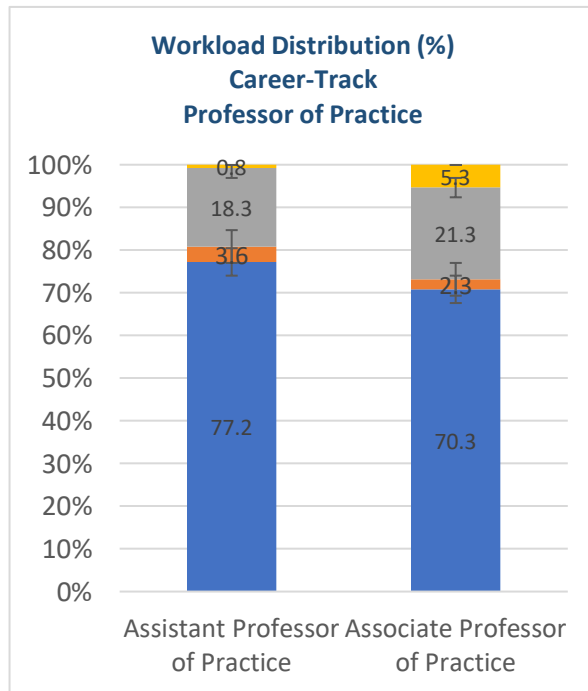
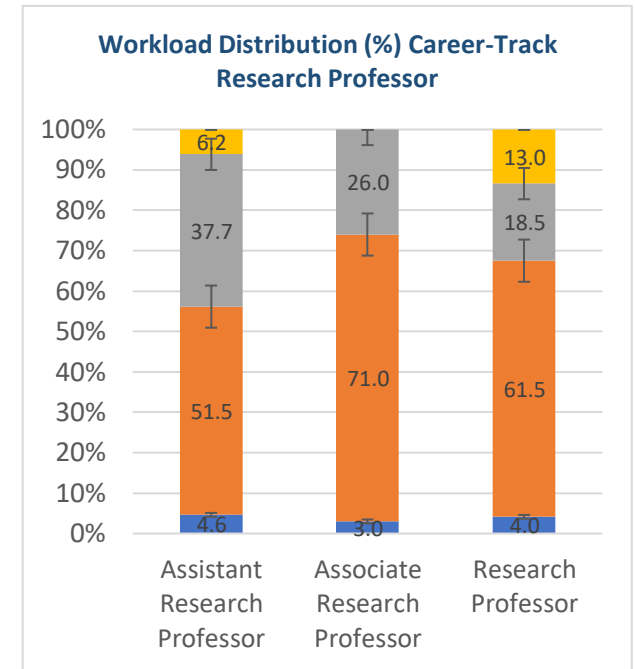
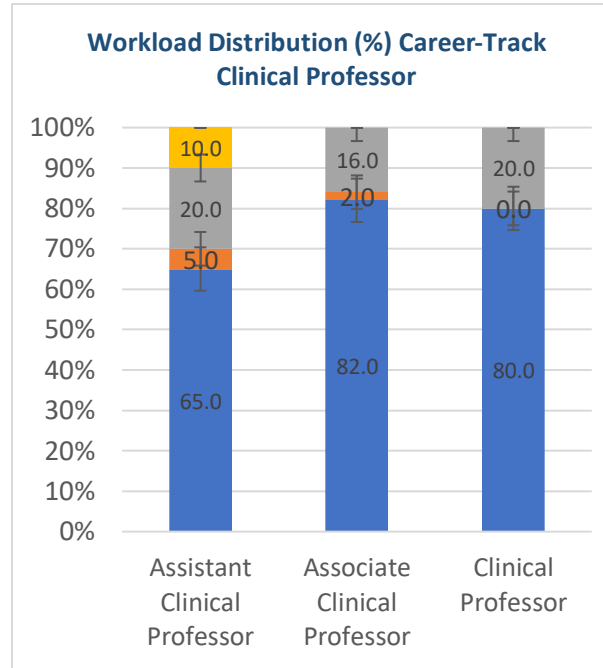
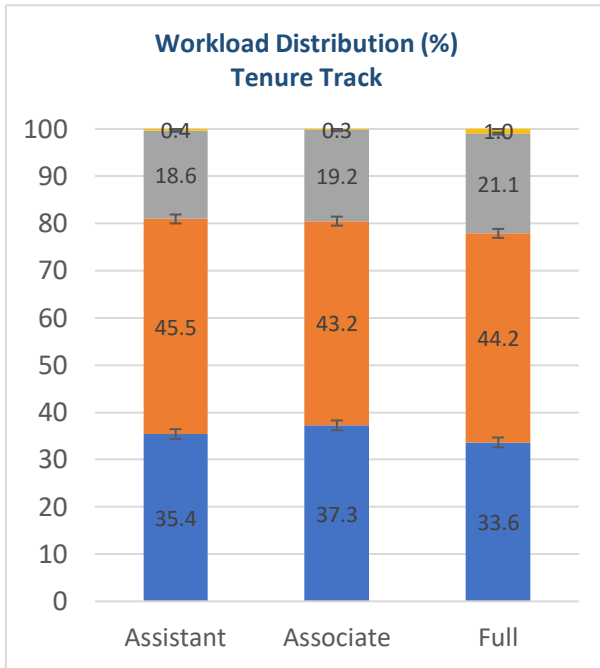


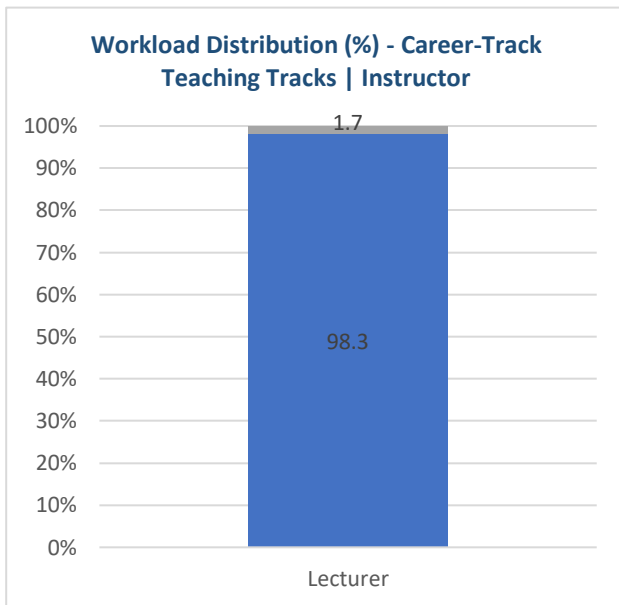
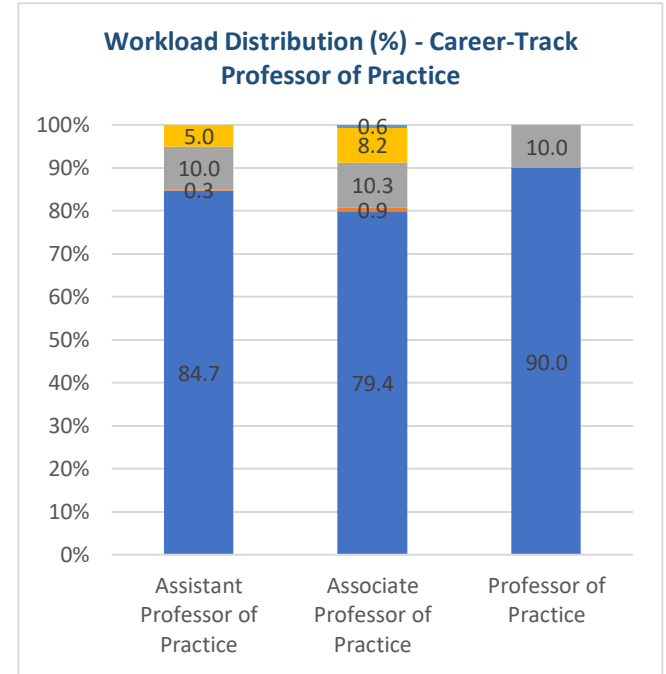
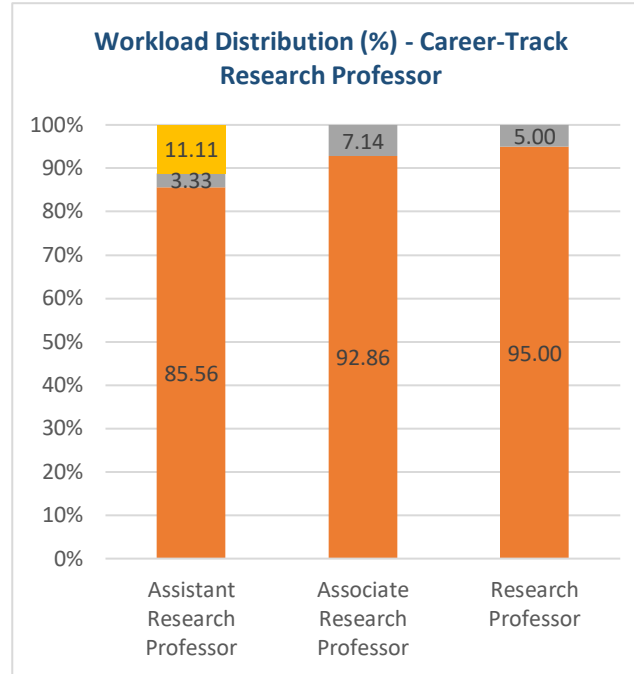
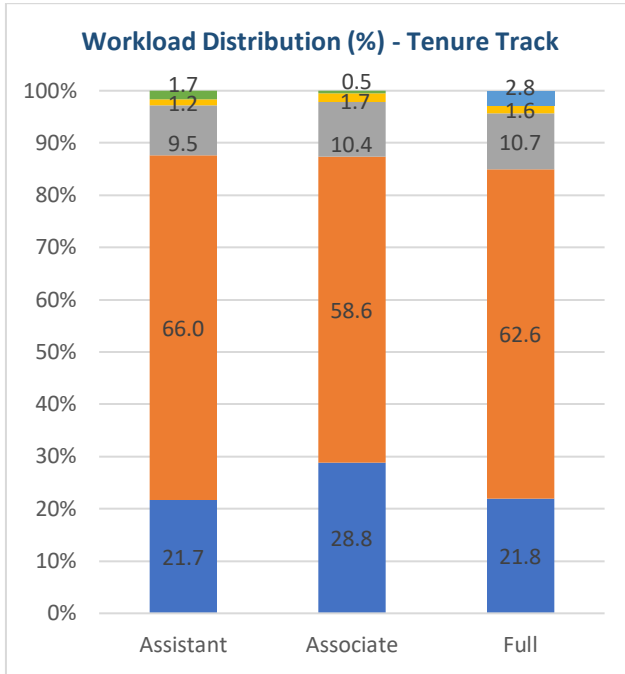
\*Data for individual ranks for Continuing Status Track Faculty was unavailable at the time of this report.

# SECTION III. COLLEGE LEVEL DATA Workload Distribution by Rank and by Track

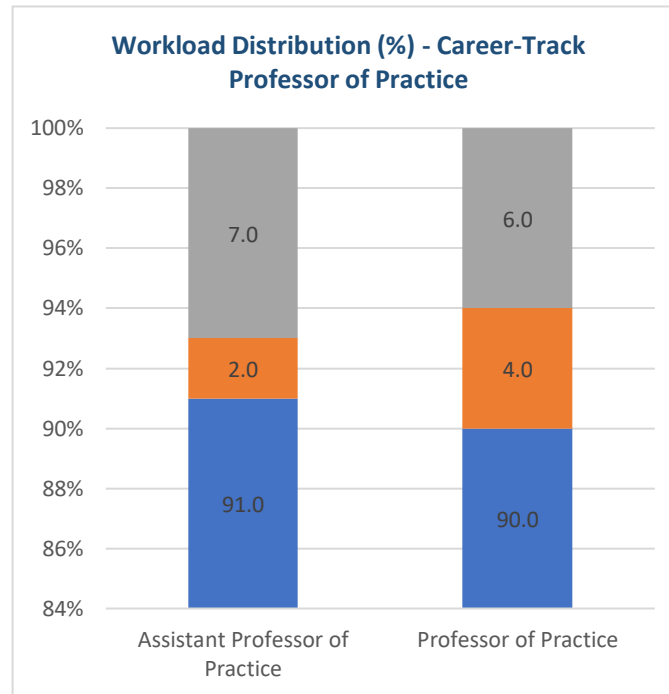
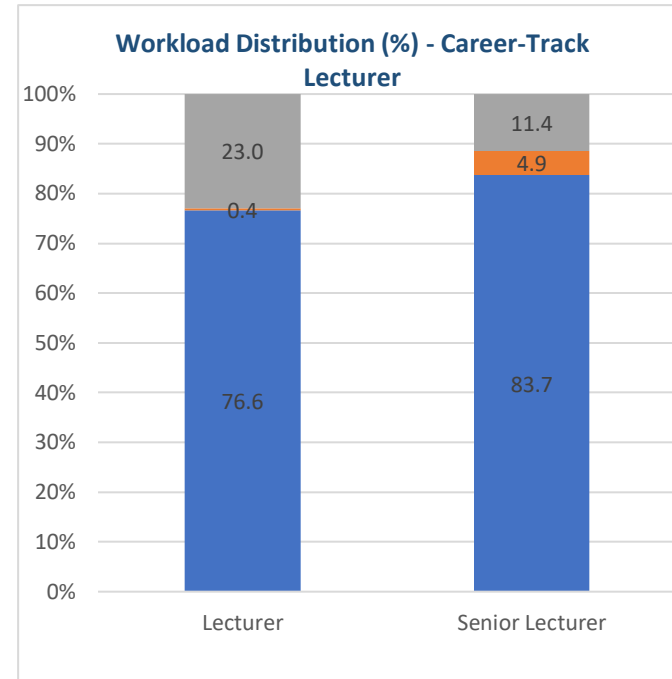
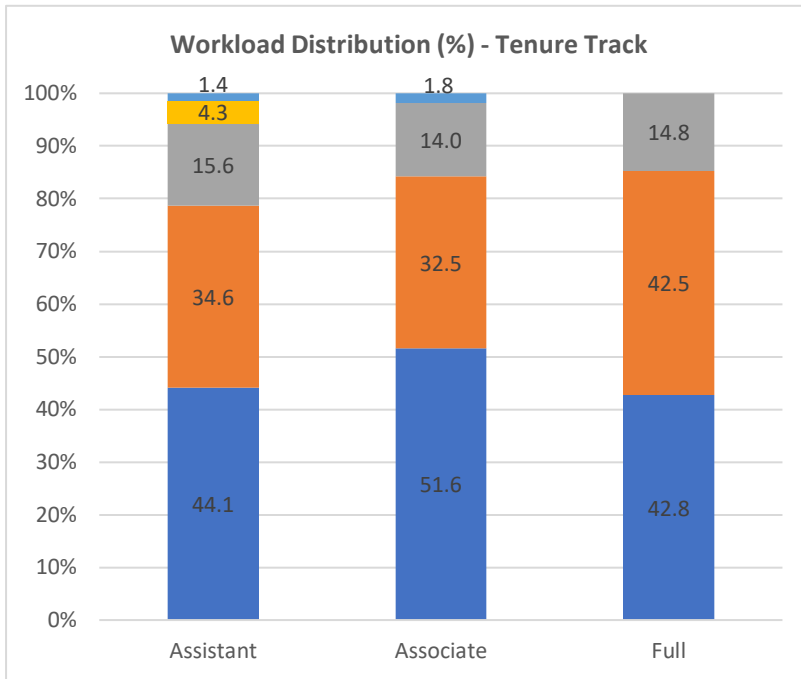
College of Science

- Teaching
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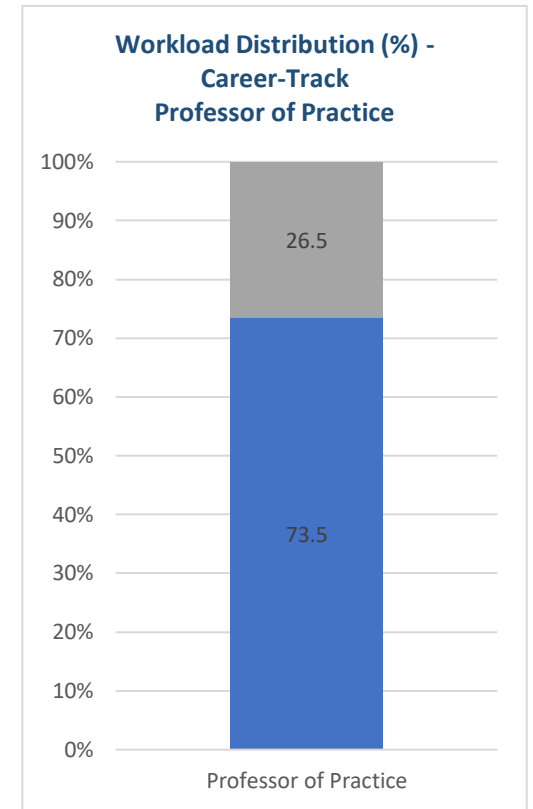
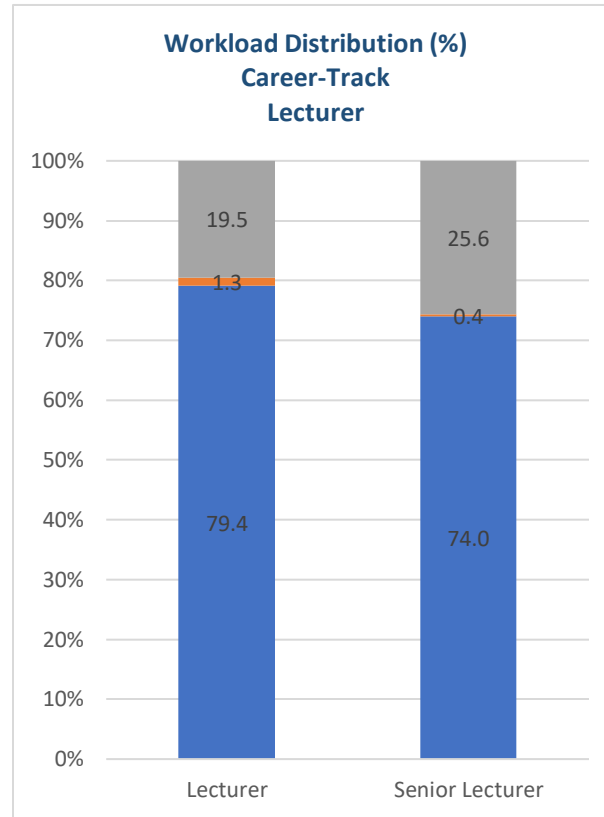
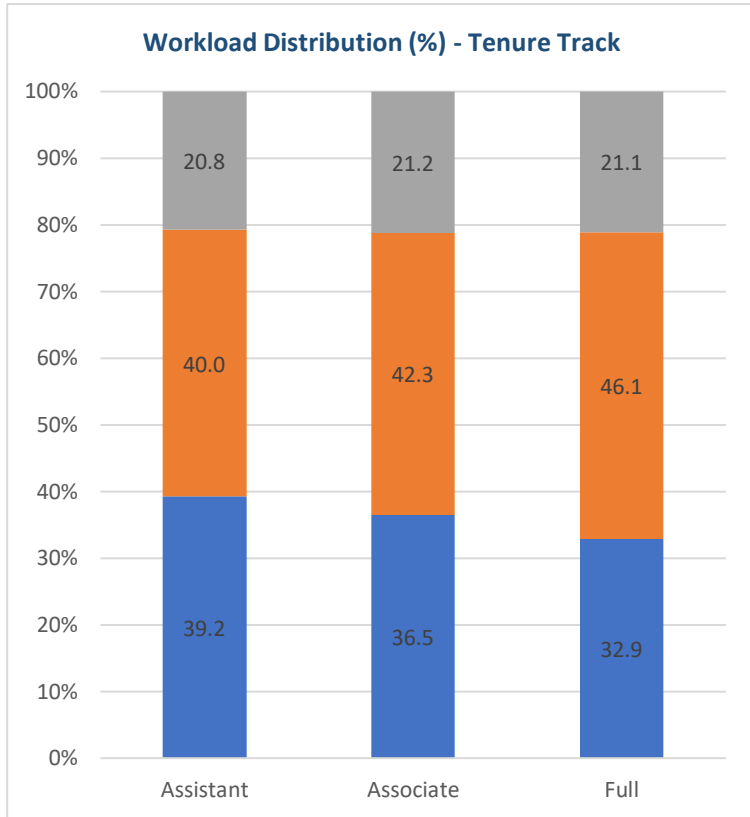




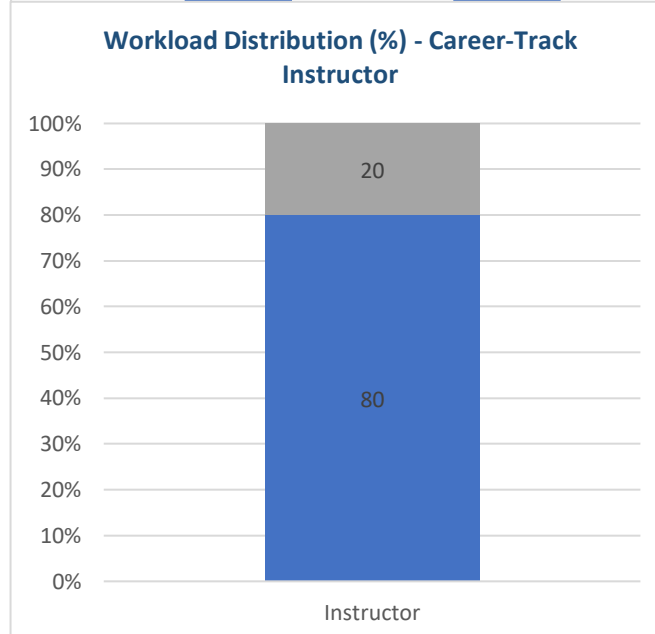
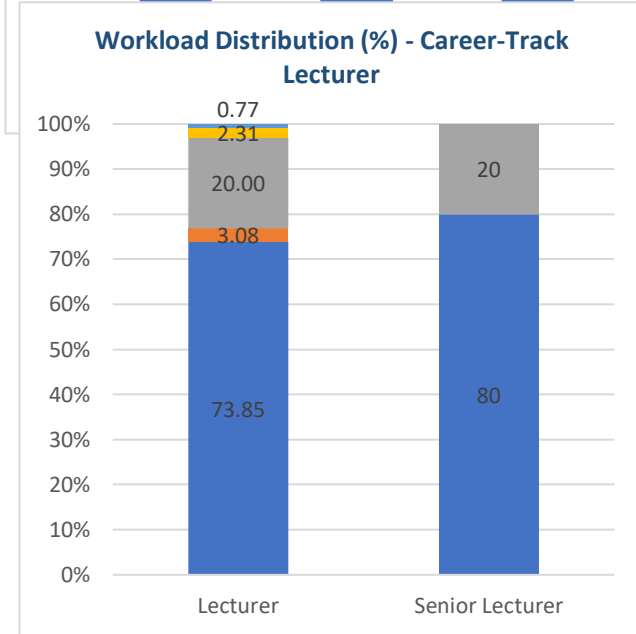
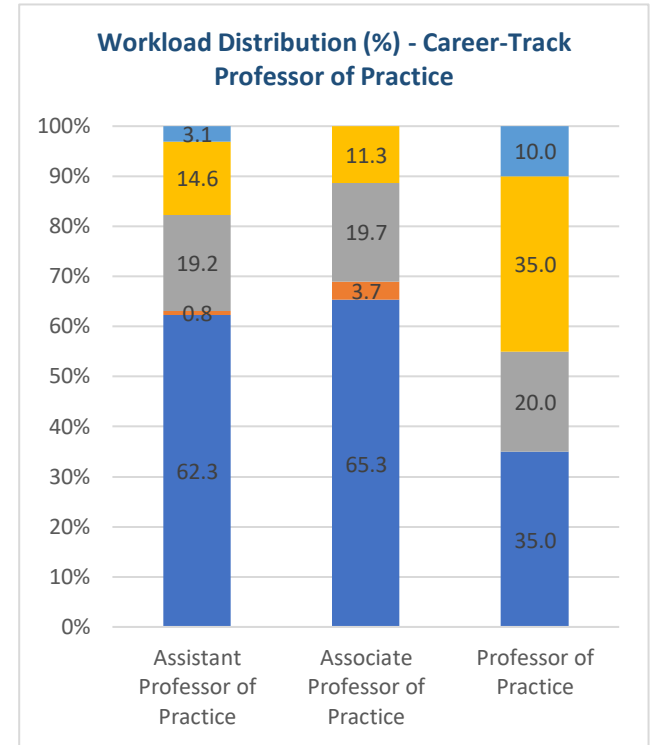
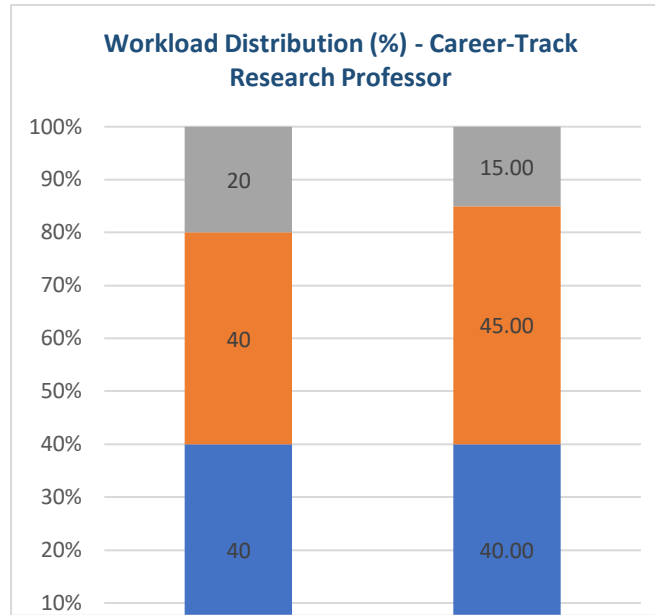
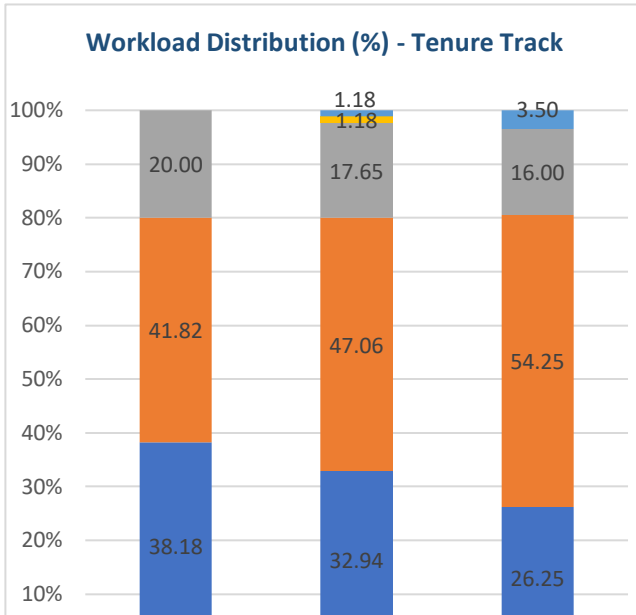
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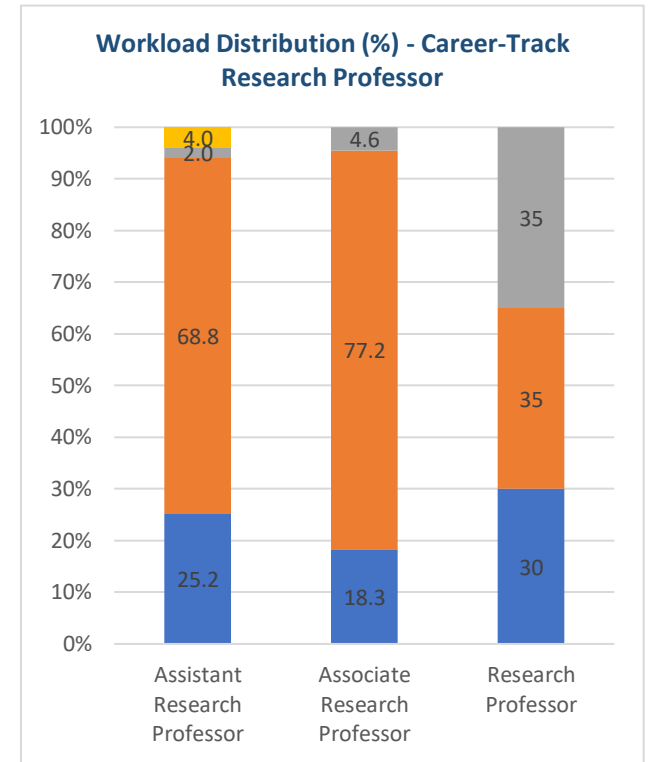
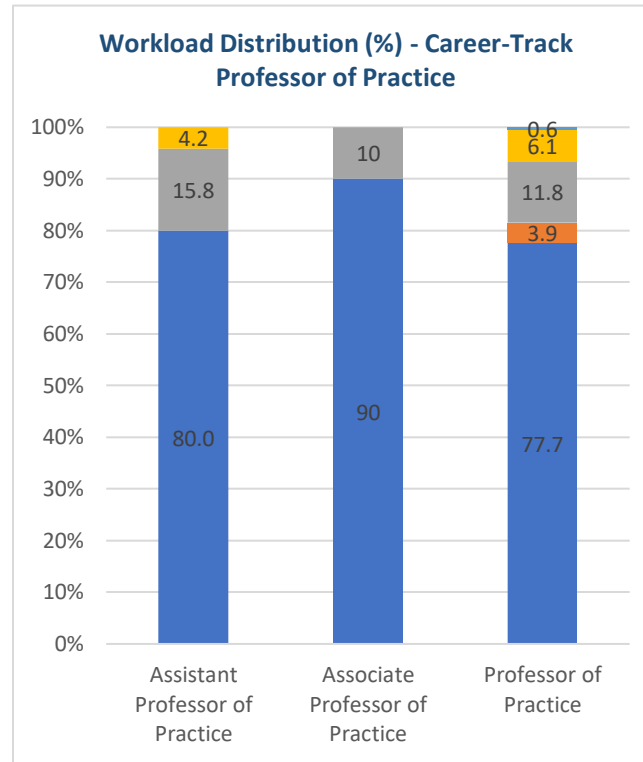
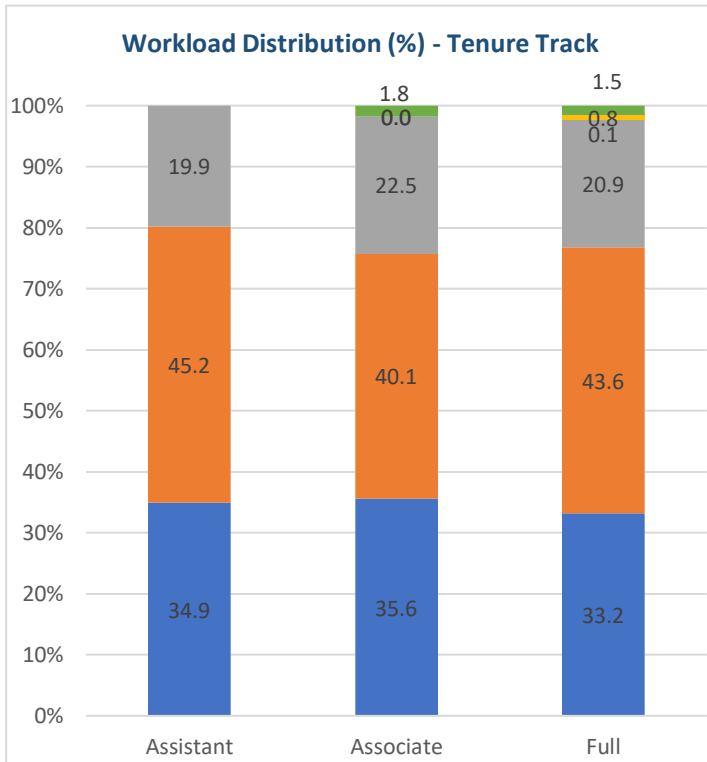
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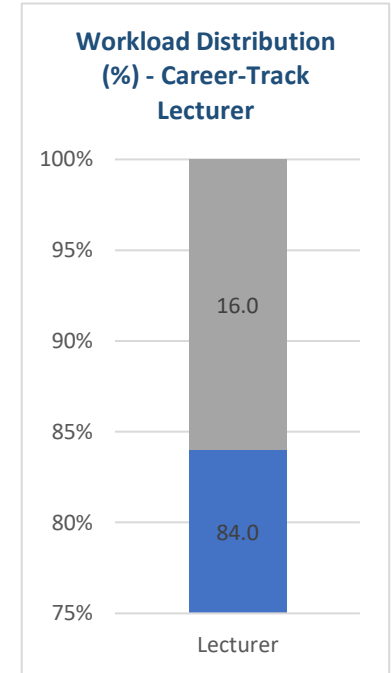
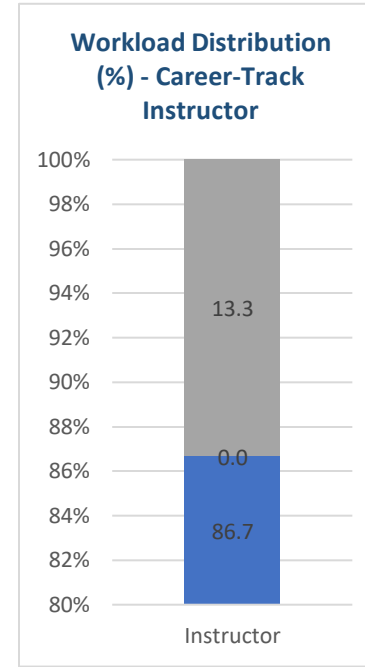
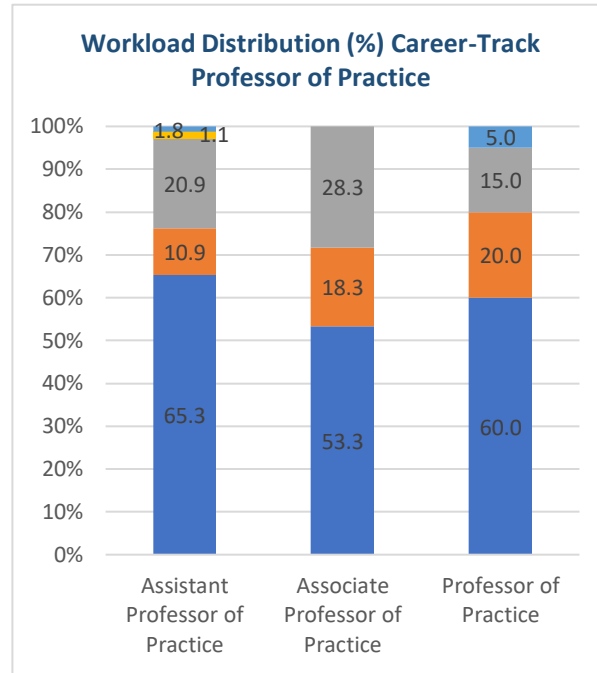
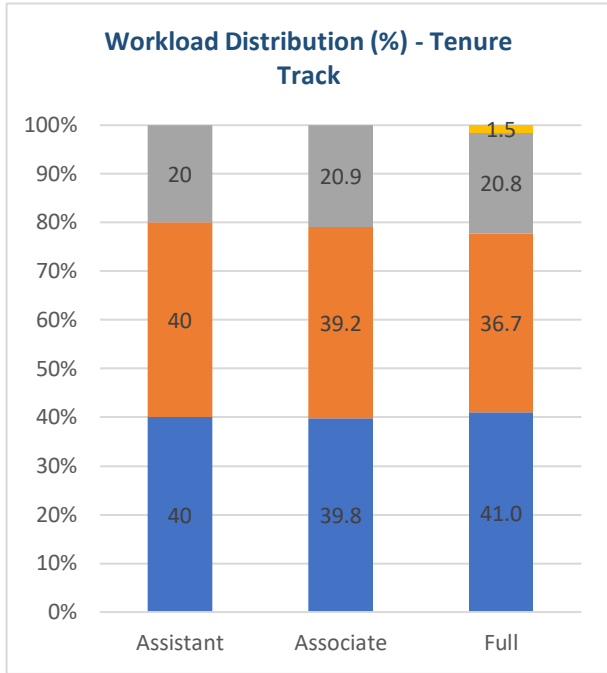


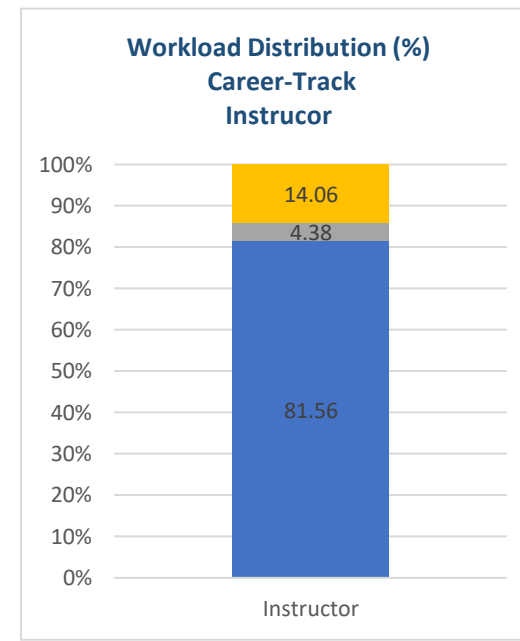
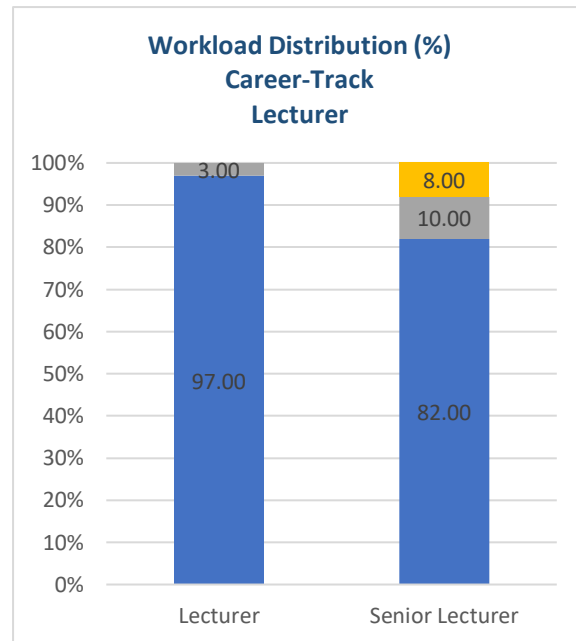
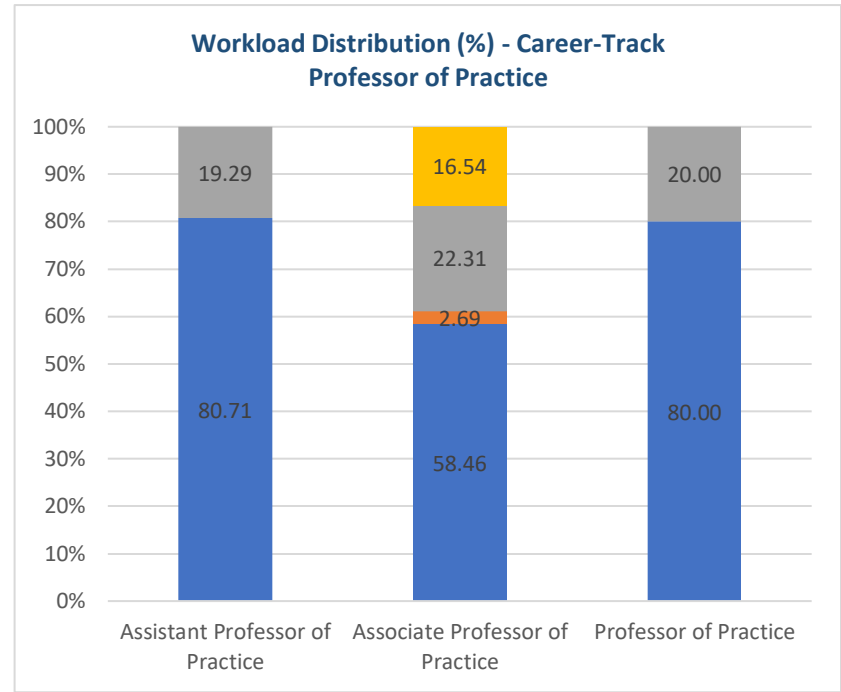
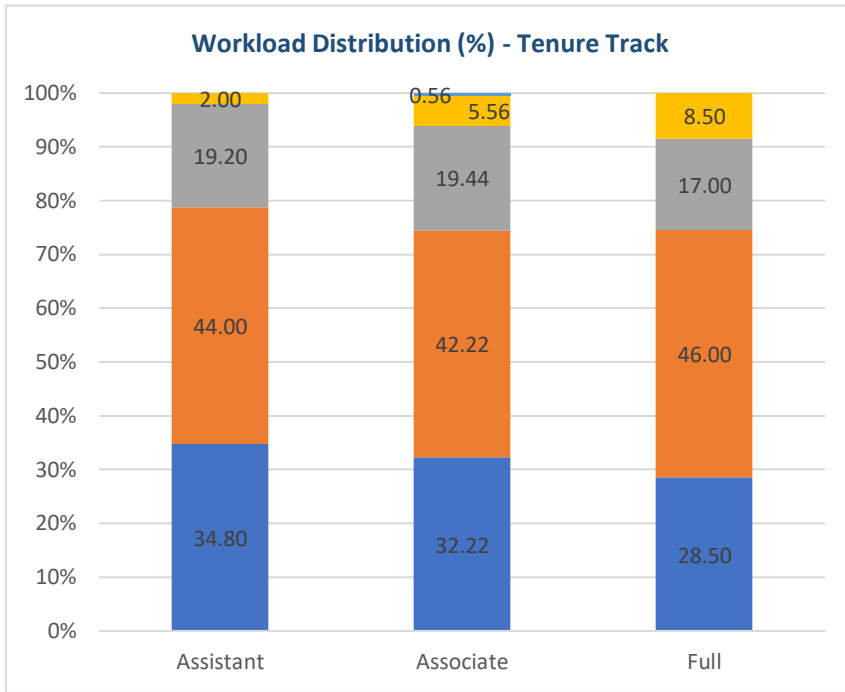
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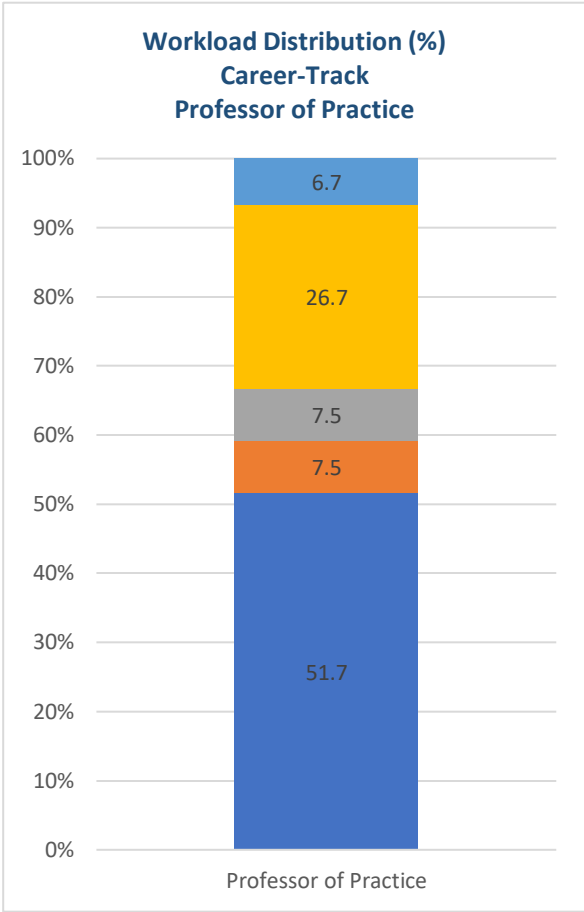
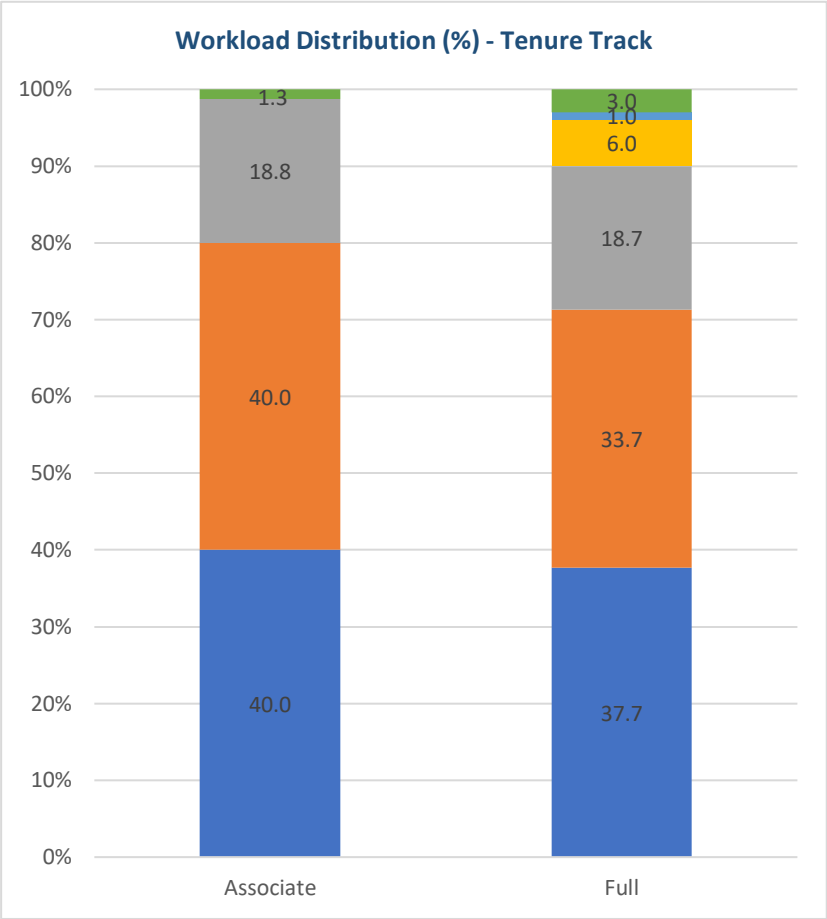




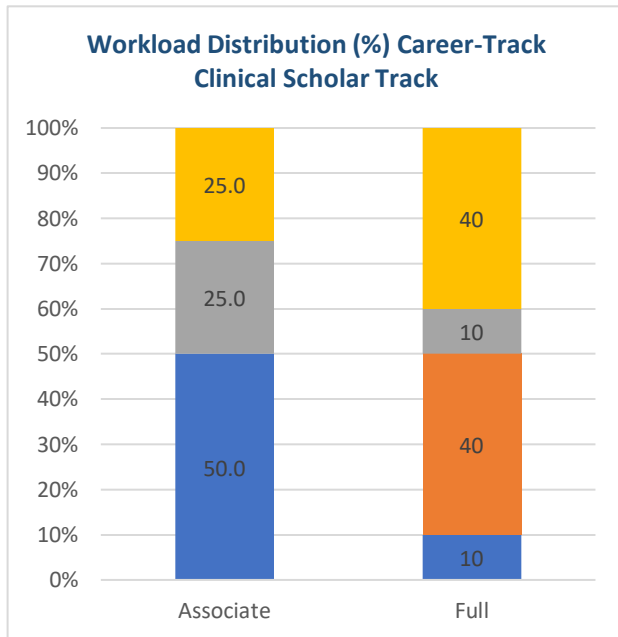
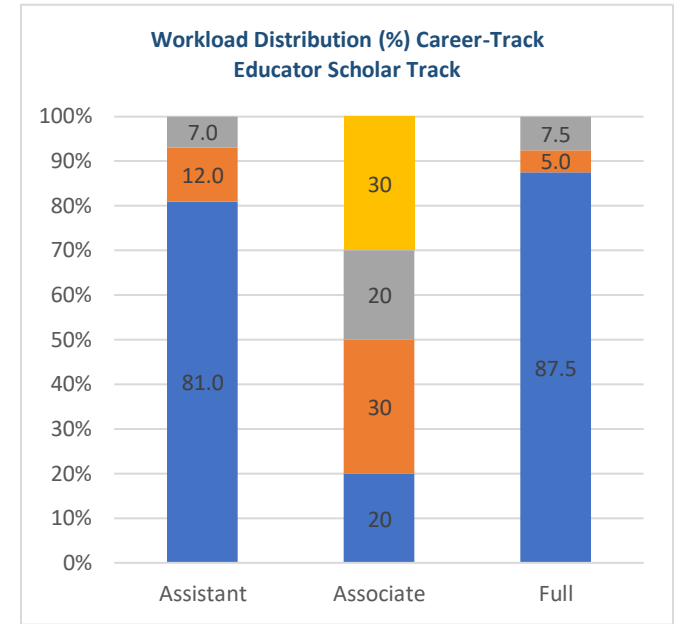
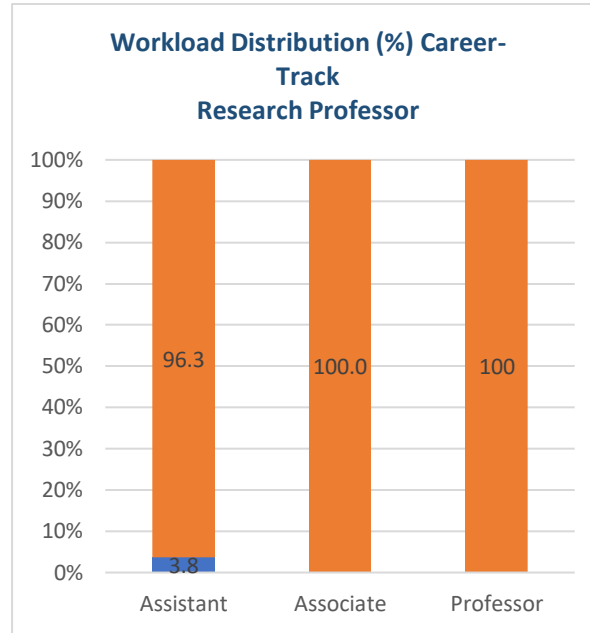
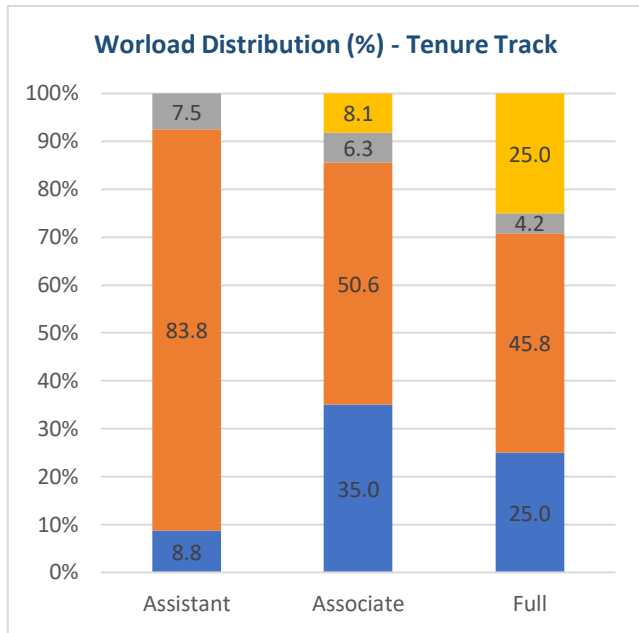
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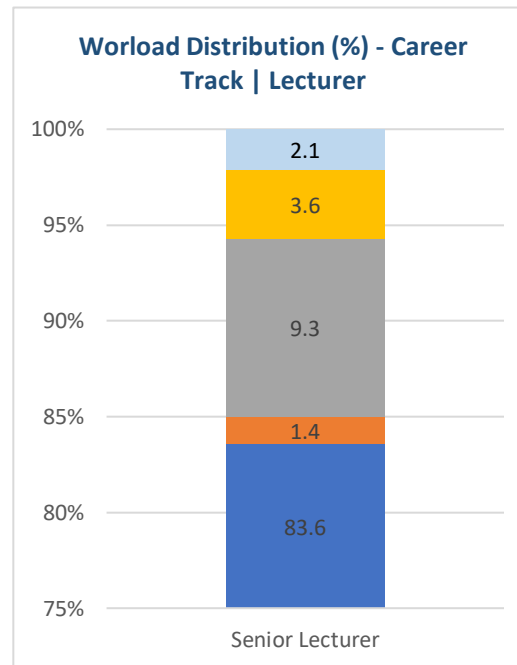
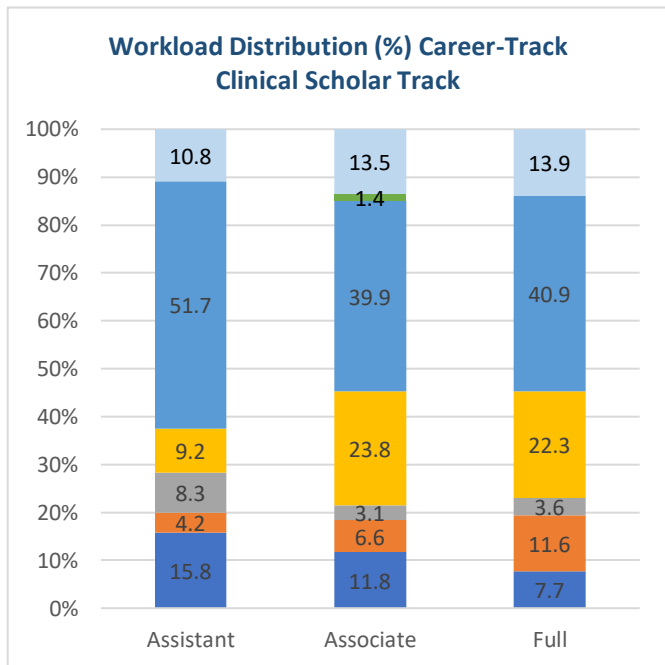
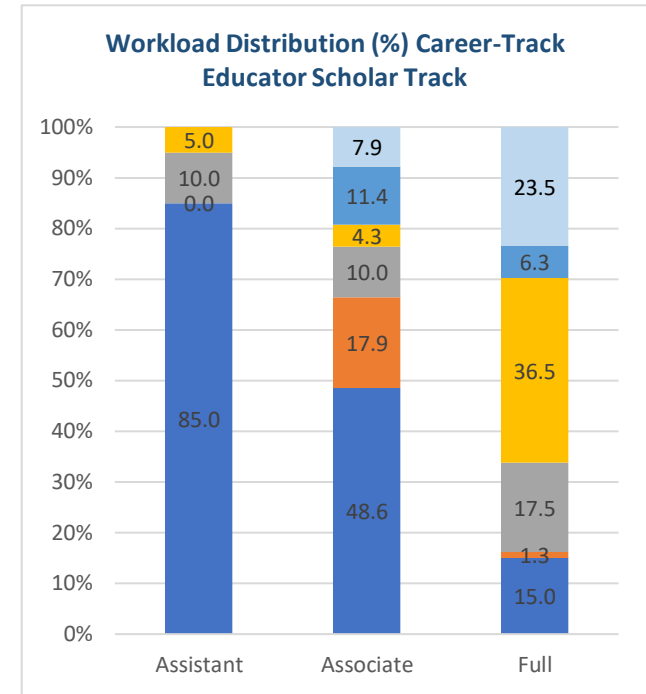
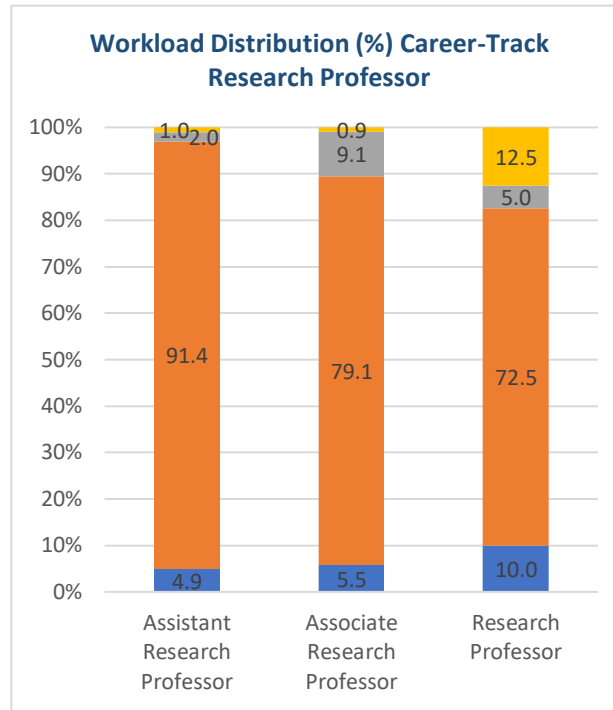
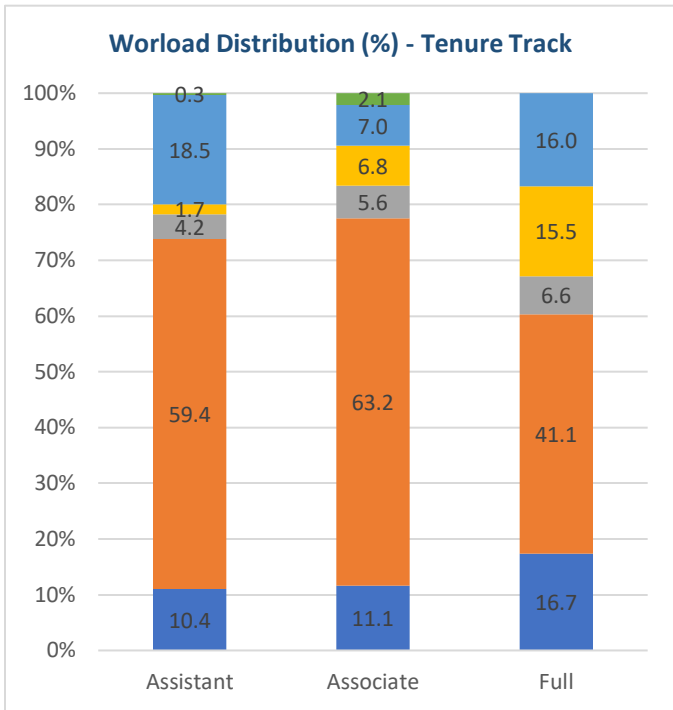






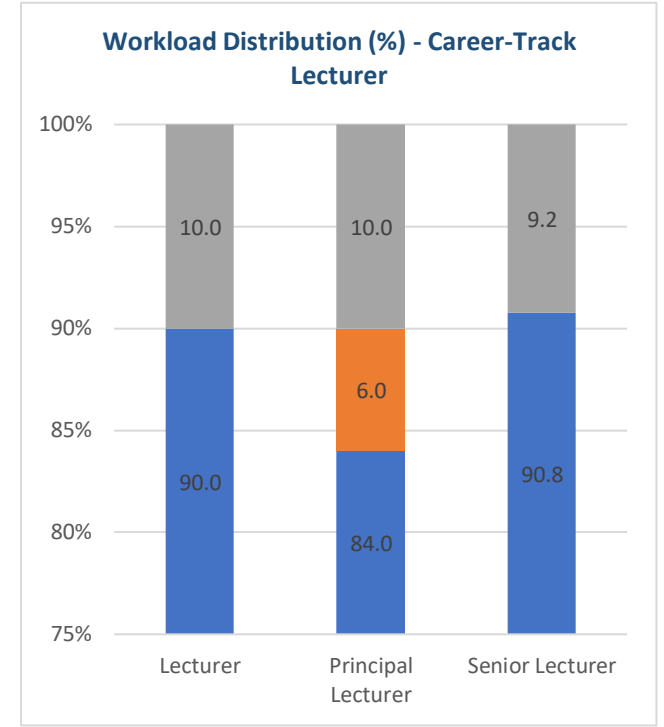
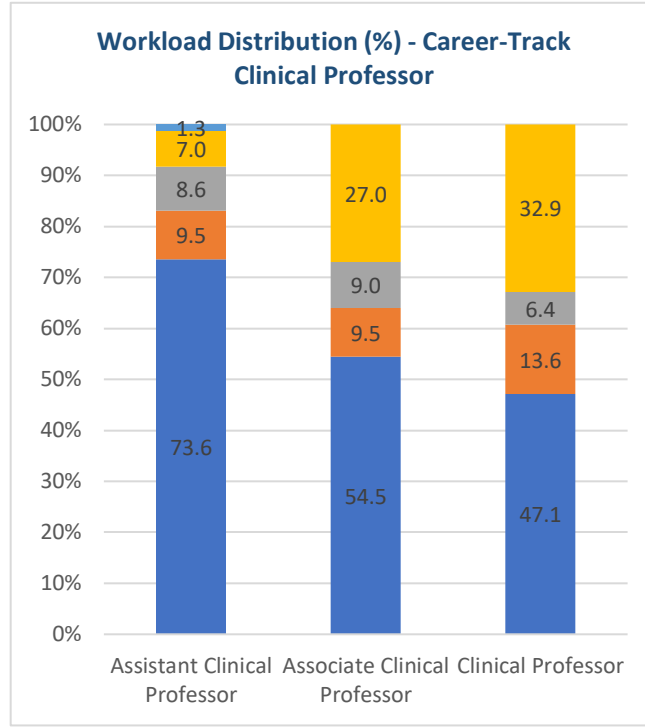
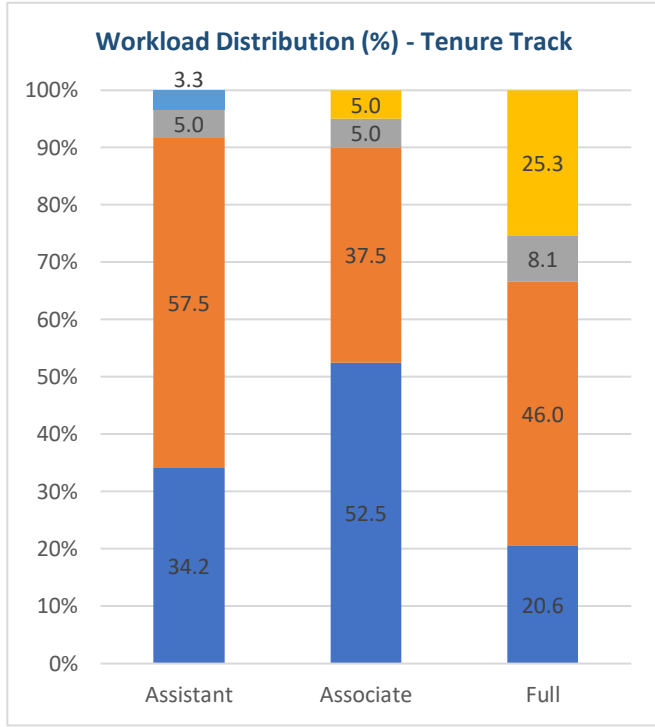
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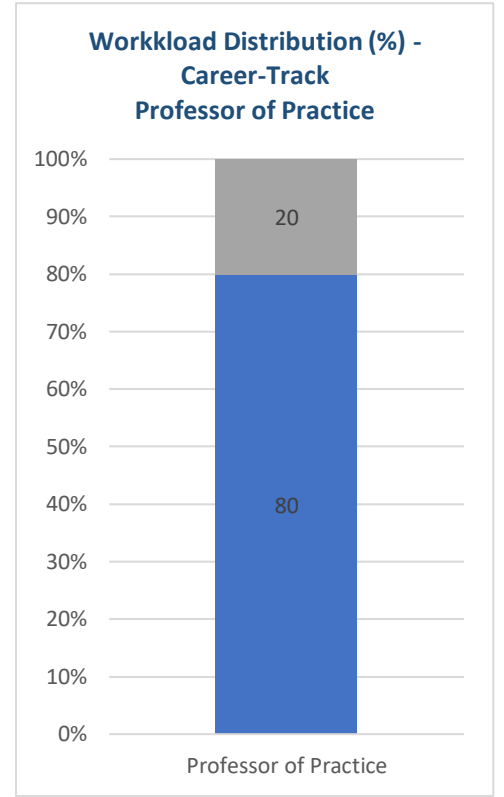
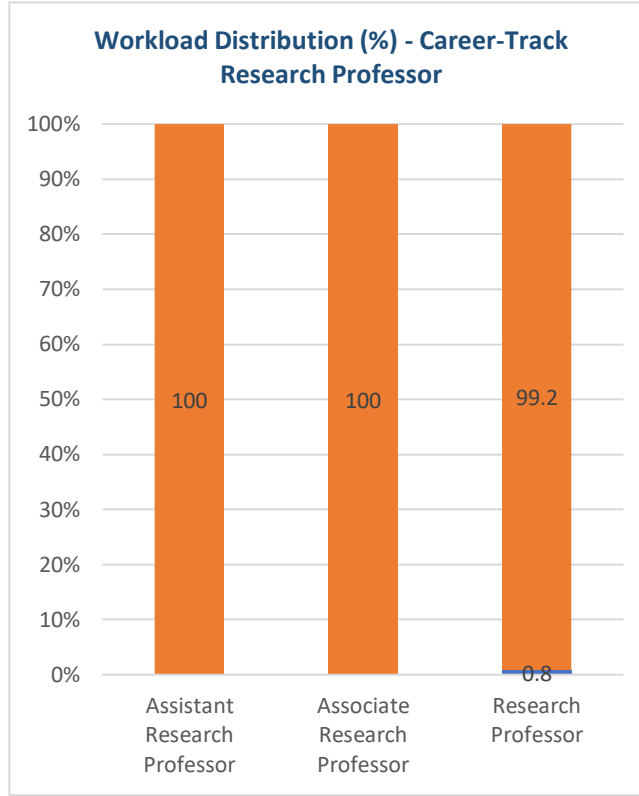
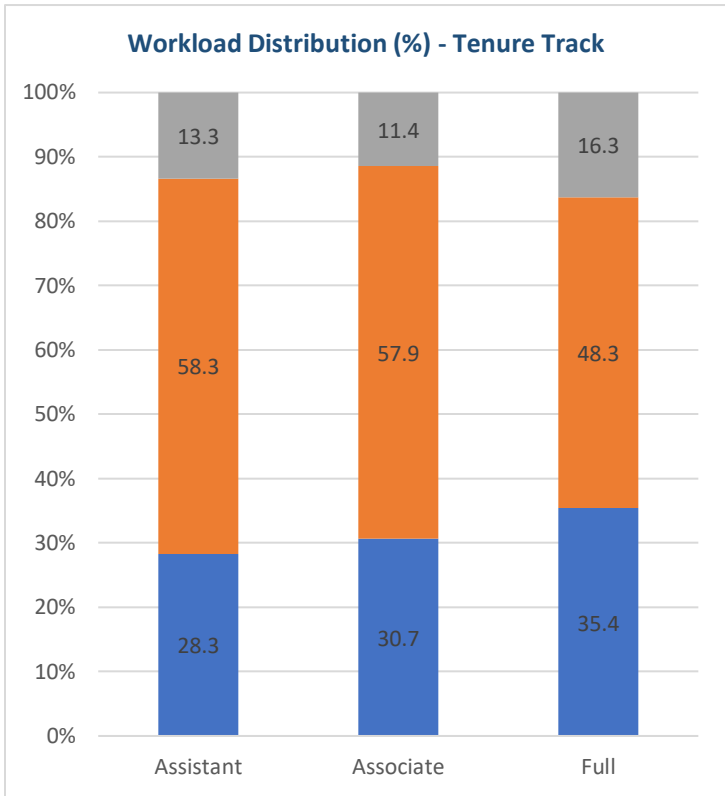


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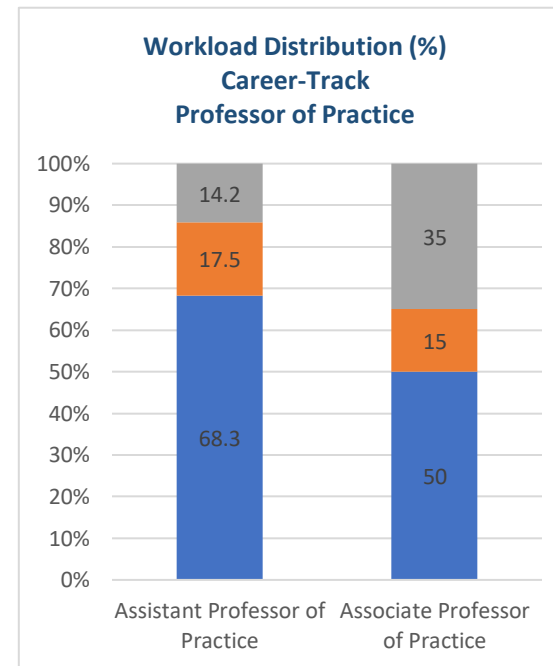
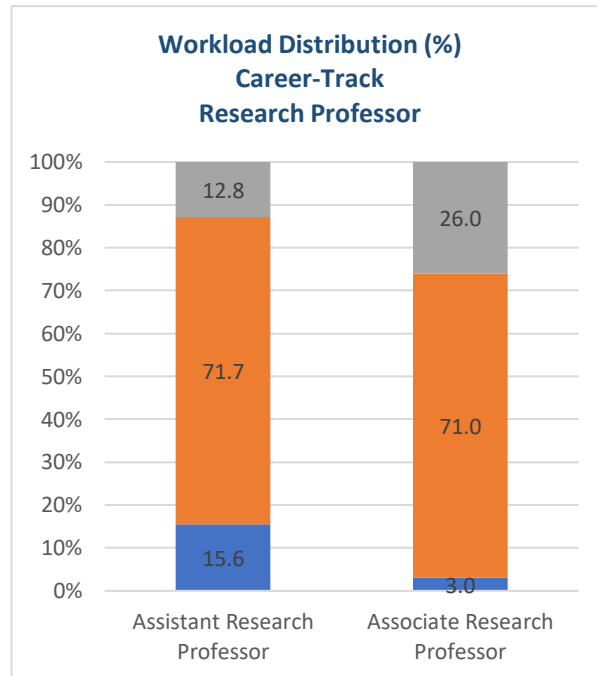
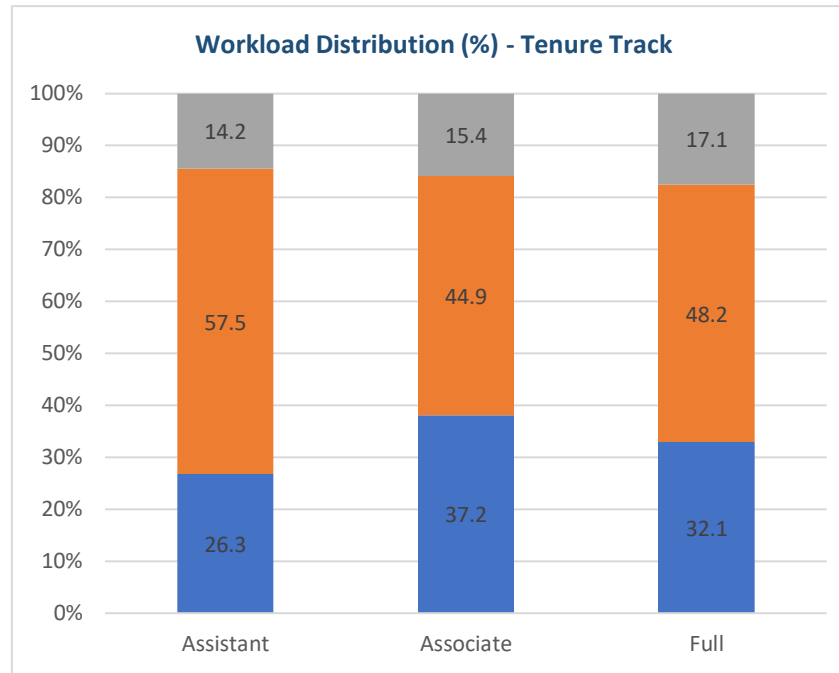
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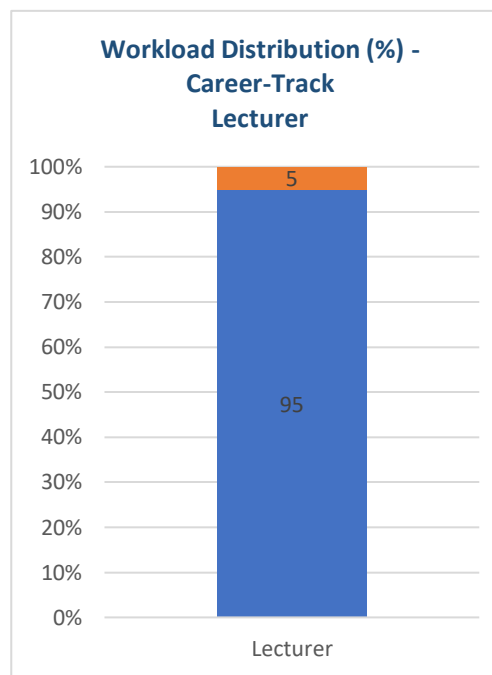
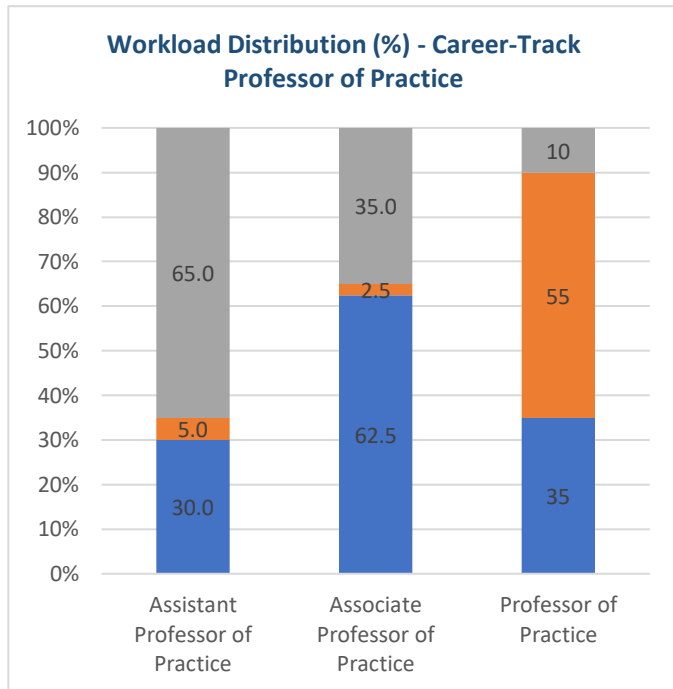
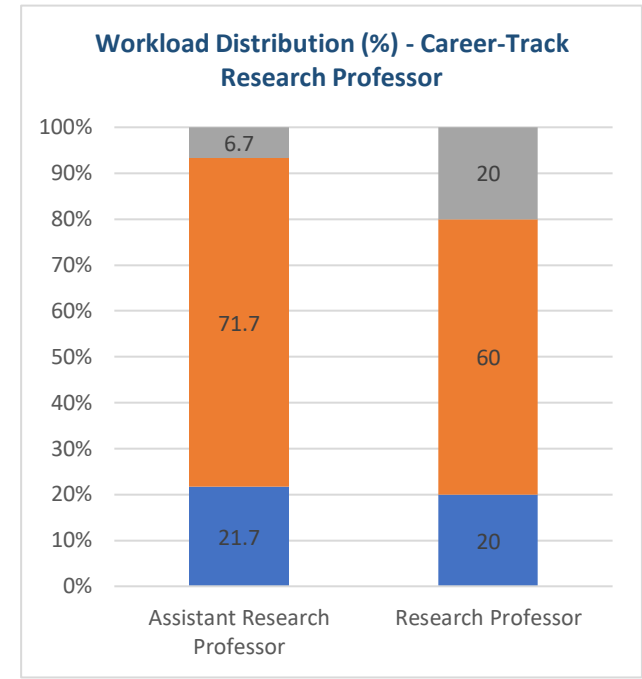
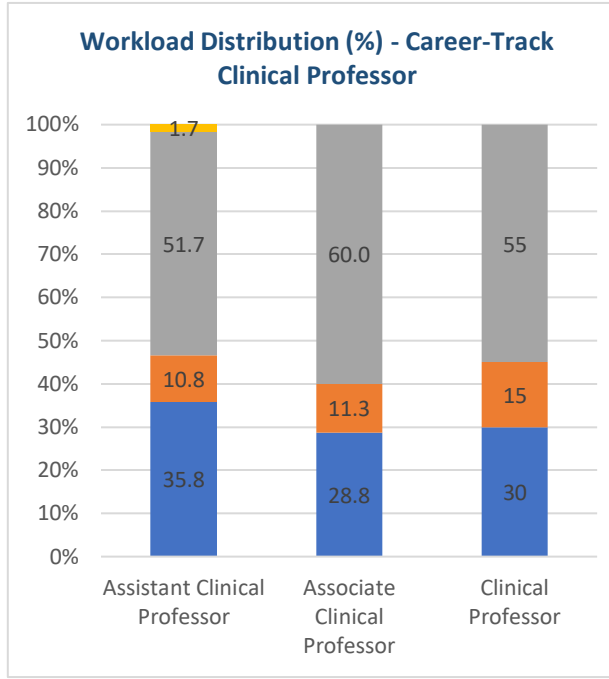
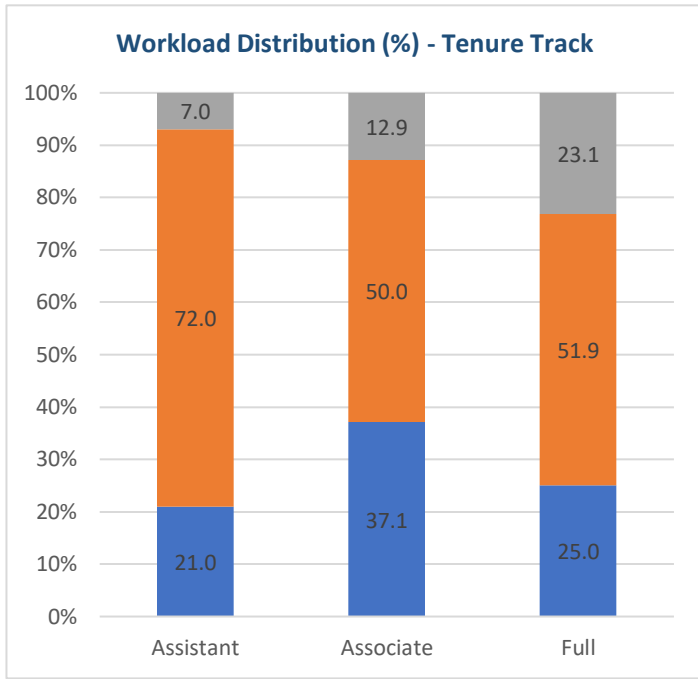


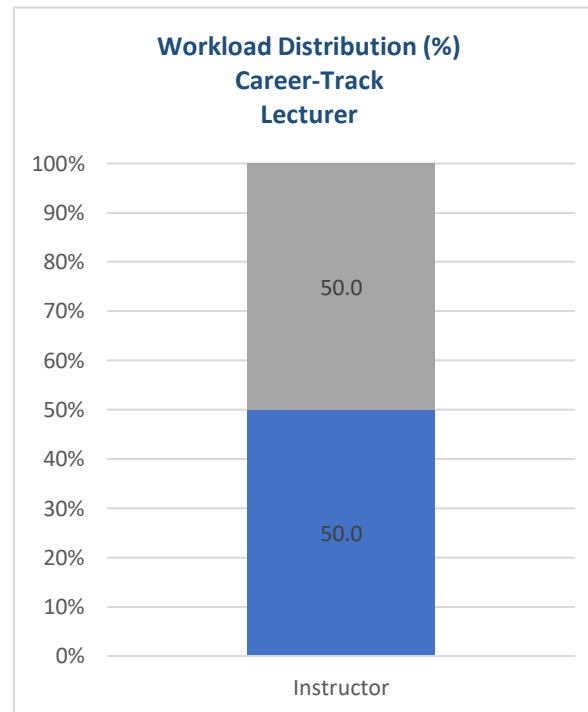
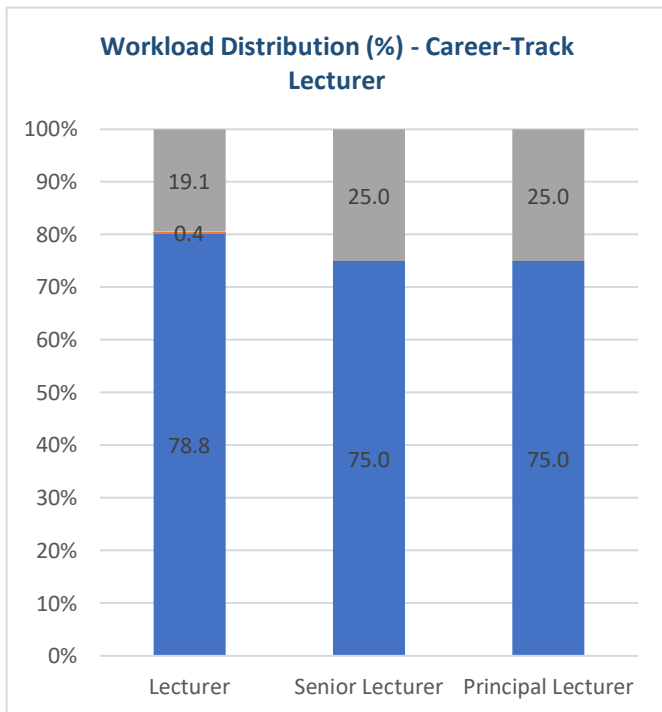
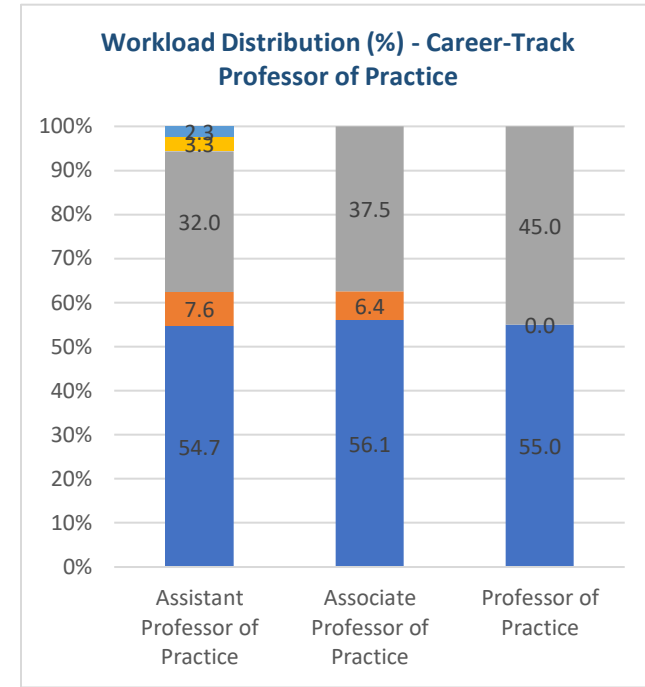
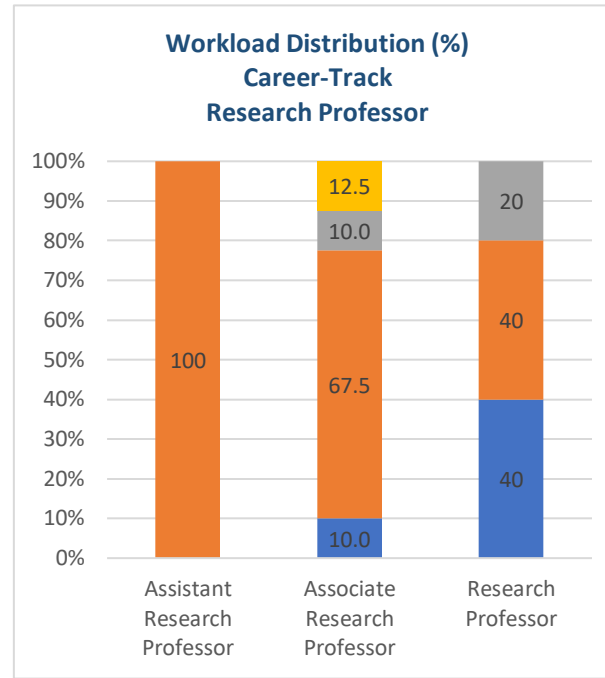
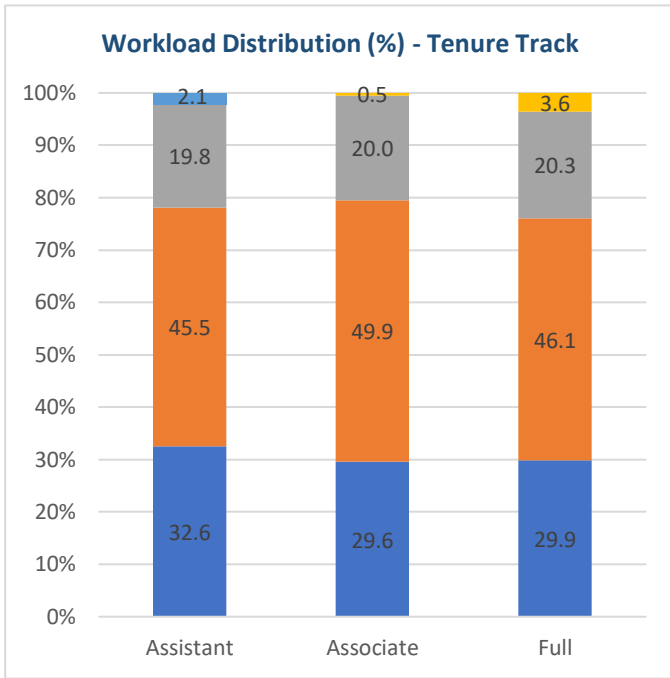
- Teaching
- Research/Scholarships/Creative
- Service/Outreach
- Administrative Services
- Clinical Service
- Cooperative Extension



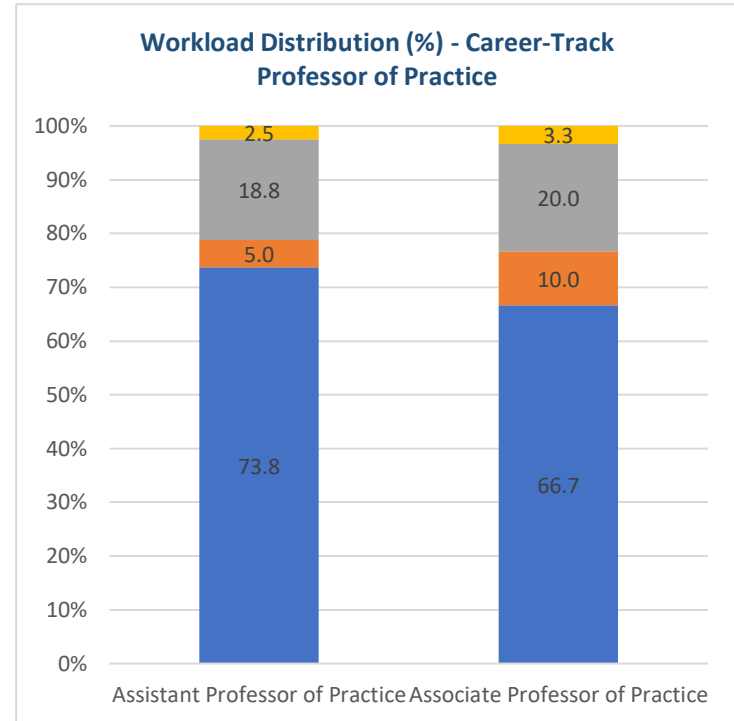
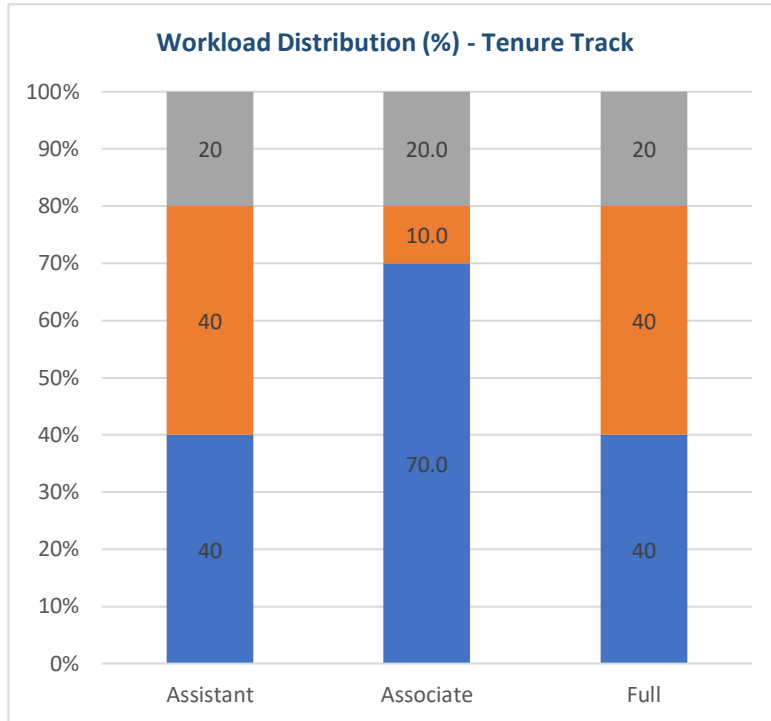


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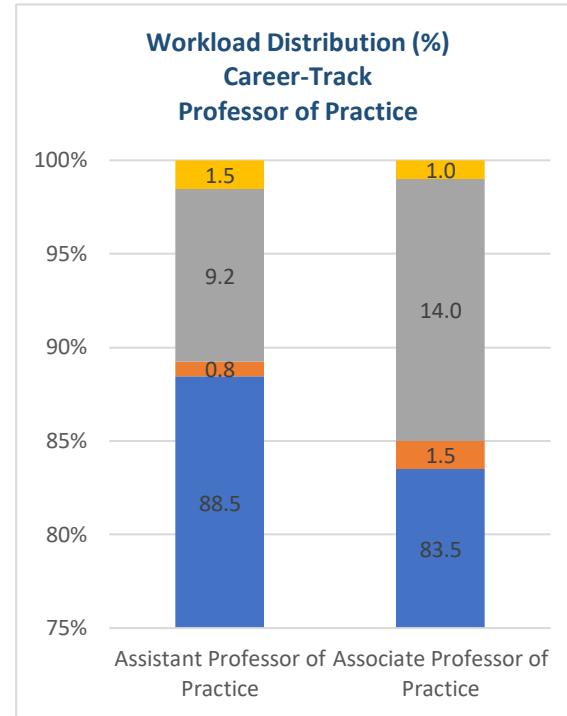
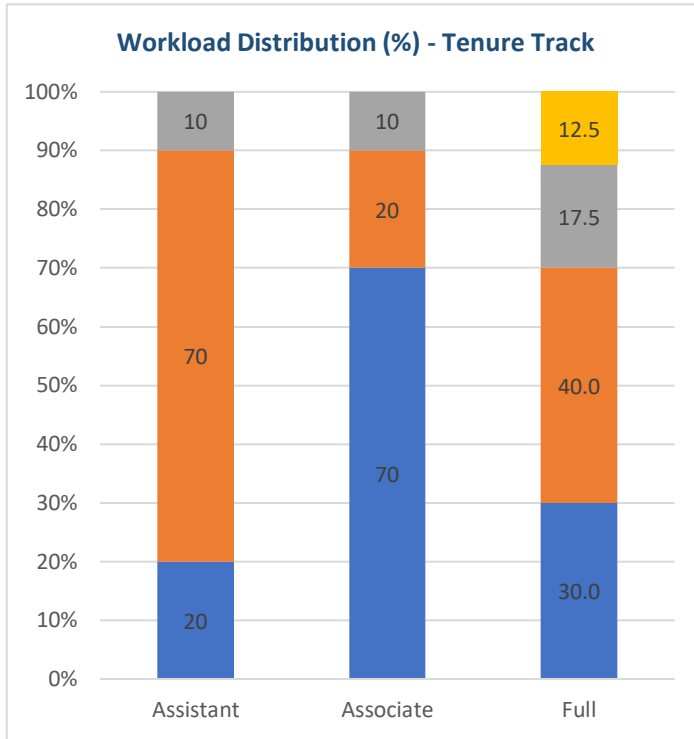




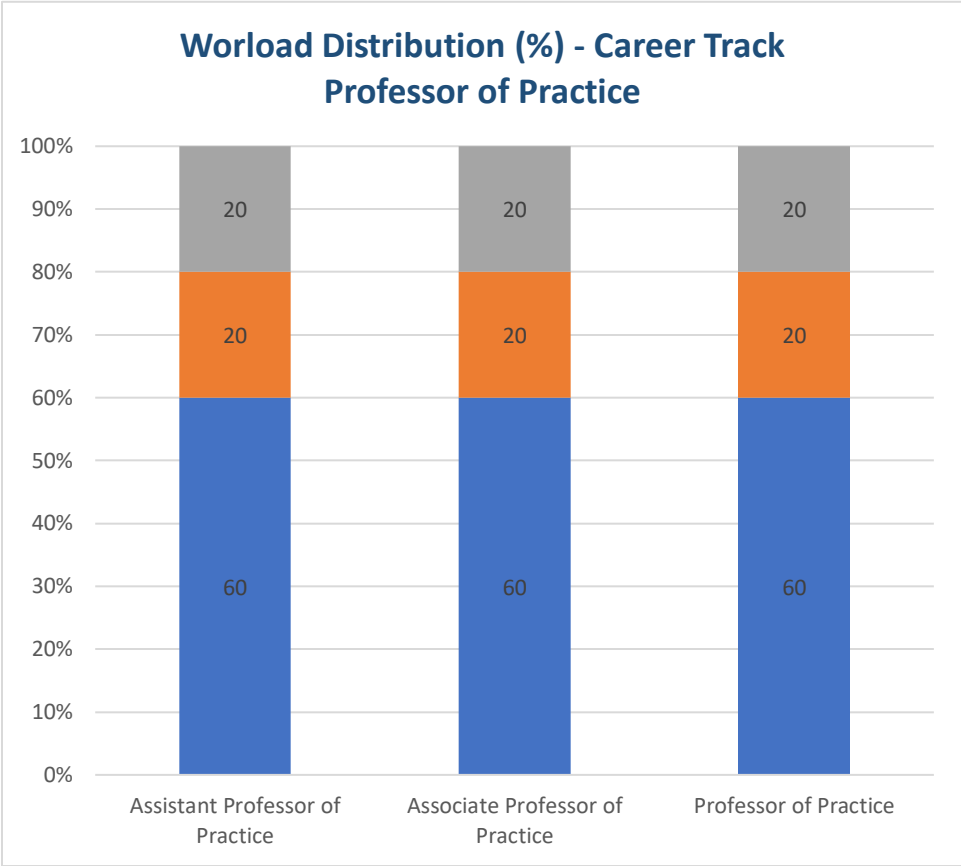
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## Faculty Affairs Mission

Our mission in Faculty Affairs is to cultivate institutional structures for faculty advancement across the career lifespan. We take an ecosystem equity approach across all system levels that considers (1) recruitment (2) professional advancement, and (3) retention. Our work is grounded in an affirming, transparent, and inclusive approach to supporting faculty:

- [Recruitment](#)
- [Professional Advancement](#)
- [Retention](#)

## Faculty Affairs Vision

- To nurture a humanistic approach to faculty activity that fosters excellence, equity, and impact.
- We aspire to high levels of accountability, efficiency, and transparency.
- To promote understanding of the role and contributions of faculty.
- To adhere to the fundamental values of our land grant institution and R1 status.

## ACKNOWLEDGEMENTS

This report was initiated and supervised by Dr. Andrea Romero, Vice Provost for Faculty Affairs in an effort to better understand faculty workload patterns at the University of Arizona. Dr. Adrián Arroyo Pérez, Associate Director for Faculty Programs led the writing of this report. Thank you to University Analytics and Institutional Research (UAIR), for providing accessible faculty data. A detailed report of this nature could not be possible without help from the UAIR team.

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