

1. Purpose and Background

The College of Veterinary Medicine (CVM) values flexibility in measuring faculty performance across **teaching, research, and service**. This balance reflects individual faculty strengths, evolving interests, and the mission-driven needs of the college.

To ensure transparency and equity in workload expectations, the CVM Promotion and Tenure Committee conducted background research to identify parameters for calculating expected workload in each area. This research was informed by:

- A faculty survey capturing the distribution of teaching responsibilities and preparation time;
- A published workload model for team-based learning curricula:
Brooks & Nelson (2018). Currents in Pharmacy Teaching and Learning, 10(10), 1321–1330. DOI: [10.1016/j.cptl.2018.07.012](https://doi.org/10.1016/j.cptl.2018.07.012);
- Personal communication with **Dr. Marta Brooks**, lead author of the published model.

This foundation supports a **transparent and adaptable workload framework** that recognizes both individual faculty contributions and institutional priorities.

2. Workload Assignment Process

Workload distribution is determined at the time of hire, considering standing commitments and contributions in teaching, research, and service.

- The **Senior Associate Dean for Academic Programs and Faculty Affairs** will determine most of the workload distributions.
- For tenure-track faculty, input is also considered from the **Associate Dean for Research**.
- When modifications to workload are necessary post-hire, workload assignments are reviewed with **Senior Associate Dean for Academic Programs and Faculty Affairs** during the annual performance evaluation's one on one meetings otherwise faculty may request a special meeting to discuss adjustments.

3. Workload Distribution Framework

The College of Veterinary Medicine is one of the **most teaching-intensive units** at the University of Arizona. Consequently, teaching represents a significant portion of most faculty workloads.

3.1 Tenure-Track Faculty

- Tenure-track faculty have **less teaching workload** and **greater research emphasis**, reflecting their scholarly expectations.

3.2 Career-Track Faculty

- **Typical Distribution:** 90% Teaching / 10% Service
- Some faculty members may have additional service or research responsibilities depending on their specific roles and opportunities.

3.3 Teaching Load Calculation

Survey results indicated wide variation in course preparation time due to differing stages of course development. In accordance with Dr. Brooks' model, the CVM currently uses the following teaching workload session hours and multipliers:

SESSION TYPE	Hours per Session	Lead/Co-Lead Multiplier	Contributor Multiplier
Typical System Course TBL/PI	3	5	2
Clinical Skills – Lab session*	3	4	3
Advanced / Professional Skills	3	4	2
One Health in One World	2	5	2
Selectives	3	2	1
Anesthesia & Surgery – Live Animal Lab	2	2	2
Anesthesia & Surgery – Simulations	8	1.5	1.5

For a typical systems course utilizing TBL (team-based learning), the course lead and co-lead would be allocated 15 hours of workload based on a 3-hour session and a multiplier of 5.

3.4 Service and Research Allocation

- **Service:** Assigned as a set number of hours based on faculty roles (e.g., committee member, chair). Fulltime faculty (1.0 FTE) are assigned a 10% service workload to serve as a workload buffer to support flexibility, professional development, and exploratory activities that can help advance faculty engagement and benefit the college.
- **Research:** Typically allotted a **standard 20% distribution** for faculty with research expectations.

4. Workload Guidelines and Evaluation Criteria

The following criteria are used to assess faculty performance and contributions within each workload category.

4.1 Research Workload Guidelines

Indicators of research quantity and quality may include, but are not limited to:

- Research awards and honors.
- Invitations to serve as an editor or editorial board member for scientific journals, books, or recognized committees/panels.
- Consulting for universities, colleges, or agencies.
- Documented feedback from collaborators, funding agencies, and/or health organizations.
- Adoption of methodological developments by other institutions.
- Documented use or application of research findings.

4.2 Teaching Workload Guidelines

Indicators of teaching quantity and quality may include, but are not limited to:

- Peer evaluations of teaching effectiveness.
- Evaluations by veterinary professionals or external experts.
- Evidence of continuous improvement in teaching methods and content.
- Student evaluations of teaching, advising, mentoring, and supervision of individual or research projects.

4.3 Service Workload Guidelines

Service is categorized as follows:

- **Intramural Service:** Participation in meaningfully organized university activities other than teaching or research (e.g., committees, task forces).
- **Extramural Service:** Professional contributions to external organizations, agencies, or professional societies.

Special accommodations for tenure-track faculty may be made to balance early-career research and service expectations.

4.4 Extension Workload Guidelines

Currently the CVM does not have any extension appointments.

4.5 Other Workload Assignments

Faculty with **administrative or leadership roles** (e.g., program directors, committee chairs, coordinators) will have workload adjustments to reflect their additional responsibilities.

Typical examples include:

- Serving as **Herd Veterinarian** for University-owned animals at the **Al-Marah Equine Center** and **Campus Agricultural Center**.
- Providing **Emergency Veterinary Services** for the Bureau of Land Management.
- Supporting the **Arizona Veterinary Diagnostic Laboratory (AZVDL)**.

5. Review and Revision

This policy will be reviewed periodically by the **CVM Promotion and Tenure Committee** in consultation with the **Senior Associate Dean for Academic Programs and Faculty Affairs** to ensure it remains aligned with the college's mission, evolving curriculum, and university policies.