

## ANDERSON WORKLOAD POLICY

The University of New Mexico (UNM) is the flagship university of the state of New Mexico and the state's only R1 university. Anderson School of Management (ASM) serves as the premier business school in the region and the state serving New Mexicans and representing our unique institution. The One Anderson workload policy aims to advance our research reputation, create consistent and transparent standards across all ASM departments, all while honoring academic freedom.

### Assistant Professors

Current assistant professors follow the workload standards under which they were hired. See [https://ofas.unm.edu/faculty/rpt\\_guidelines/pt-documents/asm-pt-guidelines.pdf](https://ofas.unm.edu/faculty/rpt_guidelines/pt-documents/asm-pt-guidelines.pdf) for current standards. All new Assistant Professors starting Fall 2022 will follow the new One Anderson workload standards:

- Research Expectations. All new junior faculty will be expected to publish a minimum of 5-6 publications to be considered for promotion with tenure. The research portfolio must include at least 4 high quality business publications, defined as A and A\* from the ABDC list.
- Teaching Expectations. Junior faculty will teach a 2/2 load and demonstrate ability to teach more than one course preparation.
- Service Expectations. Junior faculty will be expected to participate in departmental activities and will be assigned graduated service responsibilities at ASM during their pre-tenure years.
- Standardized Support. New hires will receive a standard startup package from the School across all departments.

### Tenured Associate and Full Professors

We acknowledge that faculty move through different life stages and interests over the course of their careers post-tenure. In addition, we have an intellectually diverse faculty who add value in many different ways over the course of their careers. Therefore, for tenured faculty, in alignment with the UA-UNM CBA, Unit 1, Article 13 on academic workload, ASM is implementing a differentiated workload framework that includes alternative post-tenure pathways that are aligned with the School's commitments. As a comprehensive, research-intensive university, ASM is committed to the institution's teaching, research and service missions.

The differentiated workload framework is based on the following principles:

- Empower faculty choice and autonomy to do work that is aligned with their individual values and personal commitments, including the flexibility to change over time.
- Advance the business research profile of Anderson.
- Respect and encourage academic freedom, intellectual diversity and a wide range of on society.
- Create performance expectations that are transparent and consistent across the School.
- Provide resources that are appropriate for different workload paths.
- Align with the external labor market for business research faculty.

The work of each track is highly valued by Anderson and there is no hierarchy implied or intended with the order of the tracks listed below. The titles of the tracks are intended to communicate the

primary differentiation of the track. All tenure-track faculty are required to remain “Scholarly Active” (SA) qualified for each track, per AACSB guidelines. The following four tracks and associated workloads constitute the post-tenure differentiated workload framework:

1. **Balanced Business Scholarship.** Faculty teach a 3/2 load, publish at least 3 publications on a rolling 3-year basis with at least 2 that are B or better on ABDC list, stay SA qualified, and maintain a standard service load.
2. **Interdisciplinary Scholarship.** Faculty teach a 3/2 load, stay SA qualified, and publish at least 3 peer reviewed publications on a rolling 3-year basis in quality outlets (business or non-business), and maintain a standard service load.
3. **Intensive Business Scholarship.** Faculty teach a 2/2 load, publish at least 3 publications on a rolling 3-year basis with at least 2 that are A and A\* on ABDC list, stay SA qualified, and maintain a standard service load.
4. **Practice-Intensive Scholarship.** Faculty teach a 3/2 load, stay SA qualified, and publish at least 3 peer reviewed publications (business or non-business) on a rolling 3-year basis in outlets aligned with a community of practice (e.g., an industry sector, a professional association, a specific population), and maintain a standard service load.

Scholarly works that may be accepted as “Other Intellectual Contributions” (OIC) to remain SA for AACSB purposes are defined by departments and may include, but are not limited to, the following: books, book chapters, grants, conference proceedings, non-peer reviewed publications. Peer review outlets for business research will be defined in a consistent manner across Anderson using the ABDC list. Non-business peer review outlets associated with practice-intensive scholarship or interdisciplinary scholarship will be defined by departments.

The new workload policy was voted on by tenure/tenure-track faculty and began January 2022 which includes a 3-year ramp. That means the post-tenure tracks will apply to all faculty no later than the January 2025 annual performance evaluation of the prior three calendar years (2022, 2023, 2024).

Some additional definitions follow:

- **Course and Buyout Definitions:** An Anderson course is currently defined as core (60 students) or elective (40 students). All course buyouts require Chair and School approval because AACSB ratios must be maintained, minimum loads of 1/1 must be maintained and sabbatical and leave requests must be taken into consideration.
  - Course buy outs must be approved by the Department Chair and Dean in advance of the semester where the buyout is taking place. Chairs will consult with the Dean's office on each request to ensure all factors are fully considered. Chairs are expected to assess if the department can accommodate a teaching release request if a faculty member has buyout funds. The factors a chair will consider include enrollment growth, other faculty leaves, sabbaticals, and AACSB ratios.
  - Releases from teaching, scholarly work, and service responsibilities must be approved by the Department Chair and Dean in advance of the release. These instances are rare and the reasons may include, but are not limited to: individual departmental needs and standards; work to support accreditation, academic program review, major center/grant coordination responsibilities, or other significant administrative/leadership responsibilities.
- **Overload Teaching:** Teaching of additional courses beyond the expected workload must be

approved by the Department Chair and will be paid as an overload at the standard rate established for the School.

**The following is a school-wide summary of the workload policy percentages. This workload policy will be critically reviewed annually.**

Rank/Track	Components	Points
<b>Assistant Professors</b>		
	Teaching* (2/2)	40
	Research/Scholarly Activities	50
	Service**	10
	Total	100
<b>Clinical Business Faculty (Lecturer III) and Professors of Practice</b>		
	Teaching* (3/3)	60
	Research/Scholarly Activities	30
	Service**	10
	Total	100
<b>Lecturer I/II</b>		
	Teaching* (4/4)	80
	Research/Scholarly Activities	0
	Service**	10
	Professional Development	10
	Total	100

<b>Tenured Faculty: Interdisciplinary Scholarship Track***</b>		
Faculty teach a 3/2 load, stay SA qualified, and publish at least 3 peer reviewed publications on a rolling 3-year basis in quality outlets (business or non-business), and maintain a standard service load.		
	Teaching* (3/2)	50
	Research/Scholarly Activities	40
	Service**	10
	Total	100

<b>Tenured Faculty: Practice-Intensive Scholarship Track***</b>		
Faculty teach a 3/2 load, stay SA qualified, and publish at least 3 peer reviewed publications (business or non-business) on a rolling 3-year basis in outlets aligned with a community of practice (e.g., an industry sector, a professional association, a specific population), and maintain a standard service load.		
	Teaching* (3/2)	50
	Research/Scholarly Activities	40
	Service**	10
	Total	100
<b>Tenured Faculty: Balanced Business Scholarship Track***</b>		
Faculty teach a 3/2 load, publish at least 3 publications on a rolling 3-year basis with at least 2 that are B or better on ABDC list, stay SA qualified, and maintain a standard service load.		
	Teaching* (3/2)	50
	Research/Scholarly Activities	40
	Service**	10
	Total	100
<b>Intensive Business Scholarship Track (tenured faculty)***</b>		
Intensive Business Scholarship. Faculty teach a 2/2 load, publish at least 3 publications on a rolling 3-year basis with at least 2 that are A and A* on ABDC list, stay SA qualified, and maintain a standard service load.		
	Teaching* (2/2)	40
	Research/Scholarly Activities	50
	Service**	10
	Total	100
*3-credit hour class represents 10 points in these examples.		
**All faculty have the expectation of 10% of service. Therefore, the service section of the differentiated workload policy is relevant for all Anderson faculty members and does not include any activities that are paid roles/positions. "Service" refers to service to the institution as a whole, the unit (Anderson), the department, the external business community, and the larger academic community. Per UNM Faculty Handbook (B1.2.3), there are two broad categories of faculty service: professional and public.		
***All tenured faculty are required to remain scholarly active (SA) qualified for each track. At present, the ASM standard for SA for AACSB purposes is that faculty must publish 2 peer-reviewed articles plus 2 OICs on a rolling 5-year basis (see ASM Policy Manual).		