

Date: March 2, 2017  
To: Andy Feinstein, Provost and SVP Academic Affairs  
Fr: Dan Moshavi, Dean, Lucas College and Graduate School of Business *DM*  
Subject: Addendum to Revised Assigned Time Policy, Lucas College of Business

This document updates the Revised Assigned Time Policy approved by then Dean David Steele on August 3, 2011 and by Provost Gerry Selter on October 6, 2011. This update addresses changes due to the AACSB 2013 Business Accreditation Standards, which increased the number of categories of faculty qualifications from two to four. For the purposes of determining faculty assigned time, the following equivalencies for categories listed in the 2011 policy are applied:

Academically Qualified Faculty (AQ) is equivalent to Scholarly Academics (SA)

Professionally Qualified Faculty (PQ) is equivalent to Scholarly Practitioners (SP), Practicing Academics (PA), and Instructional Practitioners (IP).

These equivalencies are to guide the interpretation of the 2011 Revised Assigned Time Policy to which this memo serves as an addendum.

Approved    Not Approved

\_\_\_\_\_ *DM* \_\_\_\_\_  
Signature Date



**SAN JOSÉ STATE UNIVERSITY**

**RECEIVED**

AUG 05 2011

Office of the Provost  
San Jose State University

Date: August 3, 2011

To: Gerry Selter, Provost & VP Academic Affairs

From: David Steele, Dean, College of Business

Subject: Revised Assigned Time Policy, College of Business

College of Business and the  
Lucas Graduate School of Business

Dean's Office

One Washington Square  
San José, California 95192-0065  
408.924.3400  
408.924.3419  
<http://www.sjsu.edu/cob>

[www.sjsu.edu](http://www.sjsu.edu)

You will recall that early in 2010 we discussed a College of Business-specific Research Assigned Time Policy that linked Academically Qualified (AQ) status to research assigned time. This Policy was announced at the January 2010 COB Welcome Back Meeting; reviewed with the faculty at two open forums in February 2010; final changes were then made to the Policy and it was implemented in our College effective with the Fall 2010 semester. Attached is the approved version of this COB Policy (dated 3/10/10).

In February 2010, you asked that I lead a team to develop a similar Assigned Time Policy for the Academic Affairs Division, which we submitted to you in May, 2010. We did not, however, modify the COB policy to be consistent with the AAD policy. At a recent COB Management Team meeting, we made the COB policy consistent with the AAD policy. Attached is our revised Assigned Time Policy (dated 7/19/11).

I would appreciate your approval of this revised policy, given that it specifically states the need for your approval in writing.

I should add that both COB's AQ/PQ Policy and the original COB Research Assigned Time Policy were endorsed by the recent AACSB review team.

Attachments

X 10-6-11  
GERRY SELTER, Provost & VP for Academic Affairs  
 Approved  Not Approved

**Assigned Time Policy**  
College of Business &  
Lucas Graduate School of Business  
San Jose State University

7/19/11

**I. Definitions**

The terms “assigned time” and “release time” are often used interchangeably but are treated differently by the CSU system. Namely:

- Assigned time must be funded through the State Operating Fund. Assigned time is normally awarded only to regular faculty and sometimes to part-time, temporary faculty for special circumstances. Assigned time requires the approval of the Provost & VP for Academic Affairs.
- Release time (sometimes called reimbursed time) is not funded by the CSU system or the State of California. It must be funded through non-State operating funds, such as the Continuing Education Revenue Fund (CERF), or donations and grants to the COB. It is the role of the Dean and Department Chairs to handle the funding of release time.

It is important to note that **all assigned time and release time in the COB are subject to budget availability**. Thus, it is possible that not every deserving activity can be granted assigned time or release time every academic year.

The remainder of this policy only addresses assigned time.

**II. Workload Philosophy**

The COB is committed to excellence in teaching, research, and service. It is the policy of the COB that the workload of each tenured and tenure-track faculty member be as equitable as possible. Key to the determination of workload is the granting of assigned time as an important part of balancing workload components to best meet the teaching, research and service obligations of the COB.

**III. Normal Workload Expectations**

SJSU policy requires all tenured and tenure-track faculty to be involved in teaching and research activities at the normal contract negotiated workload of twelve weighted teaching units (WTUs) per semester. Three additional WTUs are reserved as service activities. Office hours and normal committee and service assignments are required of all tenured and tenure-track faculty. Consistent with CSU system policy, if an individual faculty member exceeds the maximum level of activity expected in either research or service (see Section VII), assigned time may be granted for instructional development activities, instructionally-related research, program management

responsibilities, special projects, and certain community and professional service in order to reallocate the workload mix.

#### **IV. Basis for Granting Assigned Time**

A teaching load of twelve WTUs per semester, however, does not recognize the level of professional and research activity required of faculty at an AACSB International accredited institution. The COB pursues an assigned time policy designed to support these additional *research* expectations while maintaining consistency with all CSU assigned time regulations.

Assigned time may also be awarded for special initiatives (e.g., activities related to AACSB accreditation) with the approval of the Provost & VP for Academic Affairs (see Section VII).

#### **V. Faculty Qualifications: Academically and Professionally Qualified**

AACSB International accreditation standards clearly articulate the need for business schools to demonstrate that faculty members are current in their field of teaching. The standards are specific and require business schools to recruit and maintain a roster of qualified teaching faculty; specifically, Academically (AQ) and Professionally (PQ) Qualified faculty. AACSB generally defines "Qualified" as a combination of appropriate academic credentials plus evidence of currency in the teaching field. The standards also require a majority of faculty members to be either AQ or PQ. Business schools are expected to develop operational definitions of AQ and PQ that are consistent with the mission and values of the school. The COB AQ/PQ policy was developed by a faculty team and approved by faculty vote on November 18, 2008.

In the COB, at least 90% of faculty members are expected to possess the academic preparations, intellectual contributions, and professional experiences to be either AQ or PQ. Consistent with AACSB standards, at the undergraduate level at least 50% of faculty must be AQ; and at the graduate level at least 60% of faculty must be AQ. *It is the objective of the COB to have at least 65% of the faculty in each program be AQ.*

The qualification (academic or professional) assigned to a faculty member is determined by consultation among the Department Chair, Dean, and faculty member *at the time of initial appointment*. The operational criteria for classifying faculty members as either AQ or PQ are provided in the COB AQ/PQ Policy.

#### **VI. Research Assigned Time**

Research assigned time in the COB is based on the latest five years' of faculty intellectual contributions on a rolling basis. *To allow for schedule planning*, Fall semester assigned time will be based on the five-year period ending the prior December 31, and Spring semester assigned time will be based on the five-year period ending the prior June 30. For example, research assigned time for the Fall semester of AY 2011-12 will be based on the publications record for the period January 1, 2006 through

December 31, 2010 and research assigned time for the Spring semester of AY 2011-2012 will be based on the publications record for the period July 1, 2006 through June 30, 2011.

Only intellectual contributions signifying a faculty member's SJSU affiliation will be counted. Credit for research assigned time will be based on the *acceptance* date (with appropriate proof) during the allowed 5-year period, consistent with AACSB reporting.

In general, the Departmental Assigned Time Committee should review faculty proposals for research assigned time, specifying how they plan to use the assigned time and forward their recommendations in writing to the Department Chair. The Department Chair can approve or disapprove the recommendations of the Committee.\*

*AQ faculty will not need to write a proposal specifying how they plan to use research assigned time and it will be granted automatically.* Faculty members with five or fewer years of service in a probationary position will be granted research assigned time automatically because under AACSB standards they are AQ for 5 years after they receive a terminal degree and 3 years after achievement of ABD status. In special cases where probationary faculty exceed the 5-year rule, research assigned time may be granted by the Departmental Committee with the approval of the Department Chair and Dean.

## **VII. Other Assigned Time**

If a faculty member is granted *research* assigned time, it is the policy of the COB that every tenured and tenure-track faculty member must normally teach a minimum of nine WTUs or the equivalent per semester. This teaching load can be reduced further *only* if:

- Assigned time for special service responsibilities is granted to, for example, Center or Institute directors, program directors or special projects by the Dean, with the Department Chair's concurrence, and approval by the Provost & VP for Academic Affairs;
- or
- In the case of *exceptional* research productivity, additional research assigned time is granted by the Dean, with the Department Chair's concurrence, and approval by the Provost & VP for Academic Affairs.

Other *non-research* assigned time faculty requests (see Section IV) should be submitted in writing and reviewed by the Departmental Assigned Time Committee and then forwarded to the Department Chair. The Chair should forward his/her recommendations in writing to the Dean. If the Dean approves the request, it will then be forwarded in writing to the Provost & VP for Academic Affairs for approval or disapproval\*.

*\* Reasons for disapproving assigned time include budget limitations, non-alignment with the strategic direction of the COB, or evidence of ineffective use of funds.*

In order to facilitate course scheduling, requests for non-research assigned time should be approved by the Dean at least a semester before the assigned time is to be used. A request for assigned time may be denied if it is made after this deadline.

Non-research assigned time may also be determined by the Dean, or by an entity or person outside of the College, and not by a Departmental Assigned Time Committee. Such assigned time needs to be approved in writing by the Dean and the Provost & VP for Academic Affairs. The proposals approved by the Provost & VP for Academic Affairs will be forwarded to the Office of Institutional Research for document filing.

Department Chairs and/or support staff should consult with the Office of Institutional Research if there are any questions on the coding of assigned time, especially the differences between *direct* assigned time and *indirect* assigned time. In general, *direct* assigned time includes excess enrollments, non-traditional instruction, in-service training for K-12 school personnel and instructional support for graduate students. Everything else is *indirect* assigned time.

# **Research Assigned Time Policy**

College of Business &  
Lucas Graduate School of Business  
San Jose State University

3/10/10

## **I. Definitions**

The terms “assigned time” and “release time” are often used interchangeably but are treated differently by the CSU system. Namely:

- Assigned time must be funded through the SJSU general fund account
- Release time (sometimes called reimbursed time) must be funded through external funds, such as Tower Foundation funds.

**Thus, all assigned time and release time in the COB are subject to budget availability.** It is generally the role of the Dean and Chairs to handle the funding of release time.

## **II. Workload Philosophy**

The COB is committed to excellence in teaching, research, and service. It is the policy of the COB that the workload of each tenured and tenure-track faculty member be as equitable as possible. Key to the determination of workload is the granting of *assigned time* as an important part of balancing workload components to best meet the teaching, research and service obligations of the COB.

## **III. Normal Workload Expectations**

SJSU policy requires all tenured and tenure-track faculty to be involved in teaching and research activities at the normal contract negotiated workload of twelve weighted teaching units (WTUs) per semester. Three additional units are reserved as service activities. Office hours and normal committee and service assignments are required of all tenured and tenure-track faculty. Consistent with CSU system policy, if an individual faculty member exceeds the minimum level of activity expected in an area, assigned time may be granted for instructional development activities, instructionally-related research, program management responsibilities, and certain community and professional service in order to reconfigure the workload mix.

## **IV. Primary Basis for Granting Assigned Time - Research Expectations**

A teaching load of twelve WTUs per semester, however, does not recognize the level of professional and research activity required of faculty at an AACSB International accredited college of business. The COB pursues an assigned time policy designed to

support these additional professional and research expectations while maintaining consistency with all CSU assigned time regulations.

#### **V. The Funding of Release Time**

The granting of release (reimbursed) time is not funded by the CSU system or the State of California. The granting of release time is limited by the total instructional resources made available to the COB and assigned FTES targets. Because of these resources and funding relationships, it is possible that not every deserving activity can be granted release time every academic year.

#### **VI. Faculty Qualifications: Academically (AQ) and Professionally (PQ) Qualified**

AACSB International accreditation standards clearly articulate the need for business schools to demonstrate that faculty members are current in their field of teaching. The standards are specific and require business schools to recruit and maintain a roster of qualified teaching faculty. AACSB generally defines "qualified" as a combination of appropriate academic credentials plus evidence of currency in the teaching field. The standards also require a majority of faculty members to be either AQ or PQ. Business schools are expected to develop operational definitions of AQ and PQ that are consistent with the mission and values of the school. The COB AQ/PQ policy was developed by a faculty team and approved by faculty vote on November 18, 2008.

In the COB, at least 90% of faculty members are expected to possess the academic preparations, intellectual contributions, and professional experiences to be either AQ or PQ. Consistent with AACSB standards, at the undergraduate level at least 50% of faculty must be AQ; and at the graduate level at least 60% of faculty must be AQ. *It is the objective of the COB to have at least 65% of the faculty in each program be AQ by Fall 2011.*

The qualification (academic or professional) assigned to a faculty member is determined by consultation among the chair, dean, and faculty member at the time of initial appointment. The operational criteria for classifying faculty members as either AQ or PQ are provided in the COB AQ/PQ Policy.

#### **VII. Research Assigned Time**

In an effort to bring the COB research assigned time policy into alignment with COB goals and with AACSB academic qualification requirements, the assigned time policy is being revised as described below. This revised policy was developed with input from the Chair, College Research Advisory Committee; Department Chairs; Director, Accreditation; Director, Faculty Development; the College Management Team; and after a review of the history of assigned time in the COB. Work on this new policy was initiated when the Dean received input from faculty that the current COB assigned time policy had several flaws.

The biggest change from the old policy is that the latest five years' of data on a rolling basis will be used to determine research assigned time. To allow for schedule planning,



Fall semester assigned time will be based on the five-year period ending the prior December 31, and Spring semester research assigned time will be based on the five-year period ending the prior June 30. For example, research assigned time for the Fall semester of AY 2010-11 will be based on the publications record for the period January 1, 2005 through December 31, 2009 and research assigned time for the Spring semester of AY 2010-2011 will be based on the publications record for the period July 1, 2005 through June 30, 2010.

Only publications signifying a faculty member's SJSU affiliation will be counted. Credit for research assigned time will be based on the *acceptance* date (with appropriate proof) during the allowed 5-year period, consistent with AACSB reporting.

Assuming that a faculty member is granted research assigned time, it is the policy of the COB that every tenured and tenure-track faculty member must normally teach a minimum of three classes or the equivalent per semester. This teaching load can be reduced further if:

- assigned time for service responsibilities is granted to center directors, program directors or special projects by the Dean upon a Department Chair's recommendation and approval by the Provost & VP for Academic Affairs;
- external funding (outside SJSU) pays for the incremental release time;
- or
- in the case of *exceptional research productivity*, additional assigned time is granted by the Dean upon a Department Chair's recommendation and approval by the Provost & VP for Academic Affairs.

The role of proposals and the work of the departmental assigned time committees will change. Faculty will not need to write a proposal specifying how they plan to use the research assigned time and it will be **granted automatically to AQ faculty**. Other non-research assigned time requests (see Section III) should be submitted in writing and reviewed by departmental committees and then forwarded to the Chair and Dean. If approved at the COB level, the proposal will then be forwarded to the Provost & VP for Academic Affairs for approval. Requests for non-research assigned time should be submitted to the departmental committee at least a semester before they are due.

Faculty members with five or fewer years of service in a probationary position will be granted assigned time for research preparation automatically because under AACSB standards they are AQ for 5 years after they receive a terminal degree and 3 years after achievement of ABD status. In special cases where probationary faculty exceed the 5-year rule, research assigned time will be granted by department committees with the approval of the Department Chair and Dean.

Under the current difficult fiscal environment, the College Management Team believes that this revised policy will help the COB achieve several goals, including:

- Encouraging tenured and tenure-track faculty to maintain "Academically Qualified" status
- Eliminating the time-wasting committee proposal process
- Rewarding consistent research productivity and long-term performance
- Providing flexibility to adjust to budgetary changes that may occur from time to time.