

ARTICLE XX.
WORKLOADS

Section A. General

1. The ~~Corporation University~~ and the Union agree that uniformity in work assignments is not achievable considering the diverse nature of each academic unit and its programs as well as other factors particular to each field of study or research. Subject to the provisions in this Article, the ~~Corporation University~~ will determine the number and nature of specific tasks and broad responsibilities that comprise the workload of Employees, which will generally include responsibilities in the areas of teaching, academic advising, and/or service to the department, program, School and ~~Corporation University~~; research work; and/or other professional duties as set forth in this Article.
2. Each Employee's duties and responsibilities shall be reasonably encompassed by and within the parameters of the Employee's official job description, School, Department or unit policies or summaries of work expectations of the position, and/or letter of appointment. The duties and responsibilities of research and teaching Employees are only generally described in this Article.
3. Should the University wish to revise or expand an Employee's role or assign additional responsibilities to that Employee beyond those reasonably encompassed by or within the parameters of their official job description, School, Department or unit policies or summaries of work expectations of the position, and/or letter of appointment, the following shall apply:
 - a. The University must provide written notice to the Employee detailing the proposed changes.
 - b. The Employee shall accept the proposed changes or request to meet with their supervisor to discuss possible alternatives.
 - c. **Temporary additions to duties.** In the event that the Employee is asked to temporarily perform duties outside their job description, School, Department or unit policies or summaries of work expectations of the position and/or letter of appointment, the supervisor and the Employee ~~will~~ **may** ~~shall~~ discuss as a consideration possible additional compensation that might be offered to the Employee depending upon circumstances. ~~the Employee shall receive additional compensation pursuant to [Economic Article XX] for all hours spent~~

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

~~on these temporary additional duties:~~

- d. Every Employee, however, has the right to refuse any additional responsibilities or duties that fall outside their initial job description or appointment terms, and shall not be required to carry a workload exceeding 1.0 FTE. Any Employee who chooses to decline additional work responsibilities or assignments shall not be disciplined or retaliated against for doing so. ~~Every Employee, however, has the right to refuse any additional responsibilities or duties that fall outside their initial job description or appointment terms, and shall not be required to carry a workload exceeding 1.0 FTE. Any Employee who chooses to decline additional work responsibilities or assignments shall not be disciplined or retaliated against for doing so.~~
 - e. **Permanent changes to positions.** Employees have a right to Union representation during any discussions with their supervisor in which their position ~~will~~ is to be permanently ~~formally~~ revised or expanded beyond its current scope. All agreed-upon changes must be documented in writing. Nothing shall preclude the right of a supervisor to preliminarily discuss such possible changes informally with the Employee without the need for a Union representative.
 - f. ~~In any case of permanent or temporary reassignment of any University employee's job duties to an Employee, the receiving Employee shall be compensated for the additional duty.~~
 - g. It is understood that the specific duties and methods by which work is performed may evolve over time as a result of changes in technology, organizational processes, or best practices. Such evolution of duties that remain within the scope of the employee's job description, School, Department or unit policies or summaries of work expectations, and/or letter of appointment shall not, in and of itself, be considered a revision, expansion, or additional assignment for the purposes of this provision.
4. Employees shall typically not be required to be responsive to work-related communication from their supervisor outside of their regular working hours (including via email, Slack, Zoom, telephone or any other communications platform). ~~A limited number of Employees, who have been previously notified of such duties, may be expected to be responsive to communication from their supervisor outside of their regular working hours in an urgent situation that could reasonably lead to material consequences, such as damage to property or destruction of experimental~~

~~material. , except in situations where the supervisor has indicated that addressing an issue is urgent and cannot wait until the next work day.~~

5. Work Week for Employees.

~~The work week for full-time Employees is thirty-five (35) hours, on average. The work schedules of Employees are not tied to a fixed number of hours per day or per week, nor are they tied to a fixed number of days per week.~~

~~While~~ The standard work week for full-time Employees is considered to be ~~a minimum of 35 hours.~~; ~~However~~, it is understood that in the course of a year, or a 9- or 10-month appointments, the number of hours worked by an Employee and the days on which such work must be performed may vary to meet seasonal needs or specific demands of the position. ~~However, no Employee shall be required to work more than fifty-two and one half (52.5) hours, or the pro rata equivalent, in any individual week.~~

The work expectations for part-time Employees shall be the pro rata equivalent calculated based on 35 hours for 1.0 FTE.

Full-time and regular part-time Employees covered by this Agreement are exempt employees and do not receive overtime compensation or compensatory time off.

Supervisors shall consider in good faith reasonable requests by bargaining unit members for flexibility and adjustments to unusual, irregular, and/or non-standard working hours.

6. Professional Opportunity

Any full-time Employee may elect to take on additional work opportunities at Harvard above 1.0 FTE, limited only by their ability to competently perform their assigned responsibilities in the judgment of their supervisors.

Section B. Workloads for Professional Staff Employees

The work expectations of professional staff will vary within the parameters of the general outline of duties in their particular job description, School, Department or unit policies or summaries of work expectations of the position or letter of appointment.

Section C. Workloads for Research Appointments

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

7. This section applies to all academic research positions, including Fellows, Post-doc Fellows, Research Associates, Research Scientists and other Employees, whose primary duties involve research work at the University. For purposes of this Article, they shall be collectively referred to as Research Employees.
8. The ~~Corporation~~ ~~University~~ shall set reasonable work hours, schedules and expectations for Research Employees' assigned work duties commensurate with their appointments.
9. Work assignments will generally involve research but may involve related tasks that assist in the overall research endeavor. For example, Research Employees may be required to perform the following services, including: contributing to lab or group research infrastructure, including assisting with grant and paper preparation, writing or reporting; developing, documenting or maintaining hardware, software, or other equipment; documenting protocols and recordkeeping; mentoring and recruitment; research tasks or meeting project milestones and compliance obligations associated with sponsored research agreements; group safety responsibilities; reading literature; serving on institutional committees; attending conferences, seminar, talks, or symposia; pursuing professional development; and other similar responsibilities.
10. Research Employees will be informed with reasonable notice of the approximate hours that they are expected to work each week. If the University requires a specific work schedule, it must be reasonable and related to the research needs. The Union also acknowledges that due to the requirements of certain research, specific hours of work including during which time of day work must take place, may vary widely based upon the needs of the research projects.
11. Departments and supervisors shall normally schedule mandatory work events or meetings during standard business hours (e.g., M–F 9:00am–5:00pm). Seminars, special scientific opportunities, symposia, retreats, socials, and similar optional events may, on occasion, be scheduled outside of standard business hours.
12. Employees with research appointments shall be assigned 1.0 (100%) Full-time Equivalent (hereafter FTE) which generally is research-based work. However, nothing shall preclude the ~~Corporation~~ ~~University~~ from appointing a research employee to do both research and teaching as part of a full-time ~~or more than full-time~~ appointment. In such cases, the teaching component will be assigned an appropriate appointment ~~(at some FTE level) and, if the cumulative appointment exceeds 1.0 FTE, corresponding pay shall be added to the full-time research salary.~~
13. Upon written request of the Employee with a research appointment and with written agreement of the Employee's supervisor, the University may grant an exception to the full-time appointment when the Employee is unable to make a full-time commitment for reasons of health or family responsibilities. Such a request must take into account

extramural funding agency requirements, if any.

- ~~a. Any Employee may elect to take on additional work opportunities at Harvard above 1.0 FTE, limited only by their ability to competently perform their assigned responsibilities.~~

- 14. Work expectations will be prorated for Employees with less than a full-time appointment or less than 1.0 FTE research effort alongside teaching responsibilities-, consistent with the work week expectations laid out in Section A.5.

Section D. Workloads for Teaching Appointments

- 1. This section applies to all Lecturers, Preceptors, ~~Instructors~~ **Teaching Assistants** **Instructors**, and other Employees whose primary duties involve instructional work at the University. These Employees, who shall be collectively referred to for purposes of this Article as “Instructional Employees,” are appointed primarily to contribute to the University’s teaching mission.
- 2. Such appointments require Employees to perform academic duties as set forth herein. In addition to the primary teaching duties described in (3) below, the workload of Instructional Employees may include responsibilities in the areas of academic advising and service to the department, School, and/or University, as set forth by the supervisor, department chair, or program director.
- 3. Generally, full-time Instructional Employees are responsible for the following, although variations in assignment may occur by department, subject to the limitations outlined in this article:
 - a. Teaching a variable number of courses or sections each year; delivering such instruction at days, times, and locations determined by the department or program; and holding office hours for such courses or sections. In determining such assignments, the department chair or program director, in their reasonable discretion, will take into consideration the nature of the courses assigned; course preparations; class size; access to instructional support from graduate teaching fellows and/or teaching assistants, and other instructional factors that are relevant to assessing the relative burden of teaching a particular course.
 - b. Developing a course syllabus, or modifying or implementing an established course syllabus, that fulfills the curricular role of the course as determined by the University
 - c. Developing coursework and assignments, or modifying or implementing established coursework and assignments, that further the educational goals established in the course syllabus

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

- d. Developing tools for evaluating student progress, or modifying or implementing established tools for evaluating student progress, relative to the educational goals of the course
 - e. Grading student work and providing constructive feedback to students in a timely fashion;
 - f. Submitting grades and other requested information about students in a timely fashion in accordance with University, School and department policies.
 - g. Adhering to any University, School or department policies dealing with student academic issues or procedures; student course evaluations; policy on plagiarism and the student code of conduct; student accommodation issues; and other rules and regulations governing students' and faculty members' work expectations.
 - h. As directed, providing guidance and support for the work of any course assistants, graders, interns, language assistants, lab assistants or other personnel who may be assigned to a course.
4. Course assignments may be scheduled at any time during the Instructional Employee's appointment period and will be made by the department chair or program director in their reasonable discretion. It is understood that instructional assignments to courses vary between the schools. Any instructional assignments may ordinarily be scheduled at any time from Monday through Friday, but some courses may be scheduled on or to include weekends. ~~Employees may elect to but shall not be required to teach outside of regular business hours unless such necessity is communicated to Employees upon hire. Expectations of instruction outside of regular business hours will be communicated to such Employees upon hire, and such assignments will be made by the department chair or program director in their reasonable discretion.~~
5. ~~Teaching Assistants-Instructors~~ are usually part-time appointments and will be responsible for leading sections, evaluating student work and reporting to the course heads.
6. Some Instructional Employees may also be required to serve as advisors to students as may be directed by the department chair or program director. Instructional Employees may also be expected to provide service to the department or program as may be assigned by the department chair or program director. ~~Advising and service work shall be reckoned a specific portion of an Employee's FTE or shall be additionally compensated.~~
7. All full-time teaching appointments for a full academic year shall be reckoned as 1.0 (100%) FTE for nine (9) months of work, paid out over twelve (12) months.
8. A full-time teaching load for full-time Instructional Employees may vary by School, department or unit, but in no event shall a full-time teaching load exceed ~~six (6)~~ five (5)

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

courses, ~~or~~ standard sections, ~~or equivalents~~ per academic year in any School, department or unit.

9. Part-time teaching appointments

- a. Part-time teaching appointments may be made at any FTE level in FAS, ~~and~~ SEAS, ~~and~~ HDS; part-time teaching appointments may be made on either a per course basis or a designated FTE level in HMS ~~and HDS~~.
- b. Employees on part-time appointments may inform the relevant department chair of their availability to teach more courses in a future semester than what they have been assigned. Such requests will be considered in good faith by the chair or program director, but they shall be under no obligation to assign such additional courses. ~~A job posting and search shall not be required to assign additional courses to any part-time Employee. if they would like to take on a course in the following semester for which the University would otherwise seek to recruit another part-time faculty member (as evinced, for example, by a job posting). If the Chair deems the Employee at least as qualified as other active or potential candidates, the course(s) shall be assigned to the Employee.~~
- c. ~~Full-time Employees may only be adjusted to a part-time appointment by mutual agreement between Corporation and Employee, or pursuant to ARTICLE XX: Layoffs. Full-time Employees may only be adjusted to a part-time appointment by mutual agreement between Corporation and Employee, or pursuant to ARTICLE XX: Layoffs.~~
- d. ~~Any full-time Instructional Employee may elect to take on additional work responsibilities at Harvard above 1.0 FTE, limited only by their ability to competently perform their assigned responsibilities.~~

~~10. All formal and informal responsibilities shall be considered to contribute towards a maximum of thirty-five (35) hours that full-time Instructional Employees can be reasonably expected to work, on average, per week over the course of a 9-month appointment. Appointments at less than 1.0 FTE will carry work expectations of the pro rata hourly equivalent.~~

- e. Instructional Employees teaching part-time in FAS or SEAS shall be assigned an appropriate FTE based on whatever the full-time teaching load is in that department or unit for lecturers ~~and preceptors~~.

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

10. Reckoning of Instructional Employee workloads shall be consistent with past practices, except where such practices exceed the workload expectations set by Sections A.5 and D.8.

- a. A regular four (4)-unit course shall be reckoned as 0.2–0.25 FTE. An Instructional Employee on a Faculty appointment shall ordinarily be assigned two four (4)-unit courses, one eight (8)-unit course, or equivalent teaching or service work (0.5 FTE) per semester
- b. A regular four (4)-unit seminar course, discussion section, or lab section shall enroll no more than fifteen (15) students per faculty member, Instructor, or Teaching Fellow (hereafter TF) assigned to the course or section, except by written permission of the Employee(s) assigned to the course.
- c. Employees shall be offered Instructor or TF support, as appropriate, equivalent to that provided to voting faculty for comparable teaching assignments.
- d. Discrete sections of the same course that meet at distinct times in a given week over the course of a semester are to each be considered one course for purposes of FTE.

~~A regular four (4)-unit course shall be reckoned as a minimum of 0.25 FTE. An Instructional Employee on a Faculty appointment shall ordinarily be assigned two four (4)-unit courses, one eight (8)-unit course, or equivalent teaching or service work (0.5 FTE) per semester.~~

- ~~a. A regular four (4)-unit seminar course, discussion section, or lab section shall enroll no more than ten (10) students per faculty member, Instructor, or Teaching Fellow (hereafter TF) assigned to the course or section, except by written permission of the Employee(s) assigned to the course.~~
- ~~b. Employees shall be offered Instructor or TF support, as appropriate, equivalent to that provided to voting faculty for comparable teaching assignments.~~
- ~~e. Instructional Employees shall not be required to hold contact hours for their cumulative assigned course load more than four (4) days per week. A “contact hour” for a course or section is defined as an hour of weekly scheduled classroom time or an hour of required individual or small-group meetings with students that are integral to the course’s work. (Elective advisory meetings with students are not reckoned as contact hours.)~~

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

- ~~d. Discrete sections of the same course that meet at distinct times in a given week over the course of a semester are to each be considered one course for purposes of FTE.~~

11. Nothing in this article prohibits departments or academic units from granting or continuing course releases to Employees, consistent with policies and/or practices within the department, academic unit, division, or school.

Nothing shall preclude a department or unit from considering a certain course or section to be considered the equivalent of two courses based on class size and other relevant factors.

Allocation of a course equivalency to a particular Employee shall remain in the discretion of the department chair or supervisor. Each department or unit or School ~~shall~~ is encouraged to establish a ~~clear and transparent~~ published framework whereby certain instructional activities beyond teaching a course ~~all teaching and formal service assignments beyond those defined in this Article~~ are allocated a specific FTE value. To the extent such course equivalencies are discussed or established by a faculty committee, departments ~~shall~~ are encouraged to include instructional Employees in their department as participants in such discussions.

Equivalencies that a department or unit or School might develop may include, but are not limited to, assignments such as: ~~Other common teaching and service responsibilities shall be reckoned as follows:~~

- a. Class size considerations;:-
- b. Senior thesis and capstone advising;:- ~~(ordinarily 1 contact hour per week, over full academic year): minimum 0.125 FTE.~~
- c. Nanocourse;:- ~~minimum 0.0625 FTE.~~
- d. Tutorial or Independent study;:- ~~(1-2 students): minimum 0.15 FTE per semester~~ (with attention to number of students enrolled);
- e. Tutorial or Independent study (3+ students): minimum 0.25 FTE per semester
- f. Discussion section;:- ~~minimum 0.2 FTE~~
- g. Assisting primary instructor in course;:- ~~minimum 0.2 FTE~~

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

- h. Pre-Concentration advising and Concentration advising; ~~minimum 0.01 FTE per advisee.~~
- i. **Service on major departmental committee;** ~~Service on major departmental committee: minimum 0.125 FTE over a full year.~~
- j. **Student recruitment, event planning, other departmental service.** ~~Student recruitment, event planning, other departmental service: minimum 0.125 FTE over full year.~~

~~Employees on research appointments or in staff positions may concurrently hold an additional 0.0625 or greater FTE teaching appointment.~~

- 12. Instructional Employees shall be furnished a detailed reckoning of the FTE breakdown of their expected workload upon hiring and on an annual basis ~~by May 1 of each year~~ for the following academic year.

13. Course cancellations.

- a. The **Corporation University** may cancel any course in its discretion based on student enrollment or other curriculum factors. ~~by the 3rd Monday (FAS) of the semester (or appropriate analogous time for HMS courses and others offered on a non-semesterly schedule).~~
- b. For full-time Instructional Employees ~~(not including Teaching Assistants)~~, there shall be no reduction in FTE as a result of the cancellation of a course by the **Corporation University**. However, in the event an Instructional Employee's class is cancelled, the **Corporation University** may decide to assign the Employee an alternative course to teach or alternative work equivalent to the cancelled course. Such alternative course or work, ~~if assigned~~, shall be reasonably connected to the Employee's expertise or qualifications; shall normally be assigned during the same semester as the cancelled course was to be offered but may also be assigned to a subsequent semester without additional compensation **with the consent of the Employee** ~~with the consent of the Employee~~ and shall be communicated to the Employee by the end of the fifth (5th) week of the semester, ~~whenever possible taking into account schedule planning for subsequent semesters.~~
- c. If a part-time Instructional Employee's assigned course or section is cancelled after the formal acceptance of a written offer of appointment, or after the start of the appointment period, the department or unit shall notify the Employee of such

ARTICLE XX. WORKLOADS
HAW-UAW Counter Proposal December 19, 2025

cancellation as soon as practicable. In such cases, the Employee shall be offered an available alternative section that the Employee is qualified to teach, or alternative work equivalent to the cancelled course for which the Employee is qualified. However, if no other course or work assignment can be made and the course or section is finally cancelled, the Employee shall be paid 40% of the compensation they would have received had the course or section not been cancelled.

14. **Instructional** Employees shall have the right to discuss with their Department Chair or Divisional Dean their workload assignments and FTE status at any time.

~~15. The University recognizes that many Instructional Employees engage in their own research, scholarship or creative work as an important part of their professional lives, independent of their University duties. While the University respects such personal professional work, it is understood that such work is not a responsibility or expectation of their job nor is the University responsible for supporting such independent work.~~

~~16. Employees who, at the start of this Agreement, were no longer eligible for full-time employment on a teaching appointment due to term limits may, within one (1) year following the ratification of this agreement, notify their department or unit of their intention to assume a full-time teaching workload. Upon receipt of such notification, departments shall assign courses or equivalent work to such an Employee to raise their workload to 1.0 FTE as soon as curricular needs allow, and in any case before extending any offers to new hires for teaching work for which the Employee is reasonably qualified.~~

~~17. Upon ratification of this agreement and implementation of this article, any Employee on a continuing appointment whose FTE is reckoned upwards by the provisions of this article shall have the option to freely accept or decline any work responsibilities above the FTE level of their original appointment. Should any worker choose to continue their status quo work responsibilities at the higher FTE level, the department or program hosting the appointment shall be granted the additional FTE to support the Employee's work.~~

Section I. Annual Review

~~The University and Employee agree to review the job description or appointment parameters annually to ensure it accurately reflects the Employee's current responsibilities. Any changes resulting from this review shall be subject to mutual agreement and appropriate compensation adjustments.~~