UNIVERSITY OF RWANDA
ACADEMIC WORKLOAD FRAMEWORK

Approved by UR Senate on 9th June 2014

1. Introduction

Teaching workload, for the purposes of this framework, refers to time spent in the following four categories of academic activity, which are identified as the main drivers of instructional time for academics across the University and which incorporate both factors of modules and student numbers:

- **Contact teaching time per module** is counted and refers to the time spent by an individual academic in actual interaction with students providing direct instruction of whatever kind.

- **Preparation time per module** is counted as part of teaching. It is proportional to contact teaching time and calculated per hour of contact teaching time. Preparation time may vary per module, but within approved University ranges. Norms for preparation time within University approved ranges are set by Schools or Colleges, but are approved at College level.

- **The number of students taking a module** is counted to determine a value for the time spent by an academic for assessment (marking tests, examinations, assignments, etc), consultation and administration[1] time per student. This per student value may vary per module but within approved University ranges. Norms for assessment, consultation and administration time per student within University-agreed ranges are set by Schools or Colleges but are approved at College level.

- **Supervision time per student** is counted as part of teaching time. Postgraduate research supervision is regarded as research teaching and refers to supervision of research projects, theses and dissertations. Supervision time for each academic is determined according to approved University supervision norms, which include time for contact sessions; reading and assessing a student's written submissions; writing reports and related administration per student. University wide supervision norms are defined for masters and doctoral supervision and a supervision range is provided for Honours level supervision (4th year projects). Norms for Honours supervision per student are set within University-approved ranges by Schools or Colleges and approved at College level.

2. Framework guidelines

2.1. This teaching workload framework is based on a 44 week academic year, which is equivalent to 1980 hours (9 hours/day = 45 hour working week).

2.2. The framework builds on the proposed proportions allocated to Research, Teaching, Community Engagement and Academic Administration, depending on the academic rank, as shown in Table 1. The actual time, of the proportions, is with respect to a 1980

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hours academic year. The teaching time is on the basis of a full teaching load. The research time includes academic staff research activity [for science and technology based degrees it may sometimes not be easy to separate time between supervision and that for doing own research, one could be doing own research while working with students in the laboratory- it needs to be discussed to come to a consensus] self study and development time. *Appendix 1, provides guiding notes on the expected tasks in the four sections of the framework.*

Remission of workload hours for Academic staff administration posts

Table 1: Proposed proportions for the different academic ranks and Leadership positions

Academic Rank	Research Proportion Time (hrs)	Teaching Proportion Time (hrs)	Academic Administration Proportion Time (hrs)	Community Engagement Proportion Time (hrs)	Total
Assistant Lecturer	35% (693)	55% (1089)	5% (99)	5% (99)	100% (1980)
Lecturer Senior Lecturer	40% (792)	50% (990)	5% (99)	5% (99)	100% (1980)
Associate Professor Professor	50% (990)	40% (792)	5% (99)	5% (99)	100% (1980)

Table2: Proposed proportions for the Academic staff holding Leadership Positions

Leadership Position	Research Proportion Time (hrs)	Teaching Proportion Time (hrs)	Academic Administration Proportion Time (hrs)	Community Engagement Proportion Time (hrs)	Total
School Dean	25% (495)	25% (495)	40% (792)	10% (198)	100% (1980)
Deputy Dean	30% (594)	30% (594)	30% (594)	10% (198)	100% (1980)
Director of Centers e.g. Research and Post Graduate studies, and Academic Quality Assurance	30% (594)	30% (594)	30% (594)	10% (198)	100% (1980)
Head of Department	30% (594)	35% (693)	25% (495)	10% (198)	100% (1980)
Program Leader	35% (693)	40% (792)	20% (396)	5% (99)	100% (1980)
Module Team leader	40% (792)	45% (891)	10% (198)	5% (99)	100% (1980)

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2.3. Whilst it is acknowledged that diverse activities constitute teaching, the four main and large drivers taken to constitute teaching time in this framework and that are applicable across the University are:
- Contact teaching time per module
- Preparation time per module
- Assessment, consultation, administration per student
- Supervision per student

2.4. The first two drivers above account for a "per module" factor and the second two account for a "per student" factor in any individual academic's teaching workload.

2.5. Teaching and preparation times will depend on the credit weighting of the module and the level of complexity(Undergraduate vs Postgraduate)

2.6. The assessment time will depend on the number of students and level as well as type of course (e.g. some modules require assessment of practicals).

2.7. The fourth main driver of teaching time is supervision. Research supervision is regarded as research teaching and counted within the category of teaching time. Each academic at senior lecturer level and above is expected to supervise at least 6 postgraduate students as per the approved University research norm. The ratio of supervision time to the other categories of teaching time may therefore vary according to different academic rankings of individual staff.

3. Allocated Times

Table 3: Teaching components allocated times

Component	Proposed allocation	Alternative(1)	Alternative (2)
Teaching	Sole lecturer, 4 x 1 hr lectures per week for 15 week semester: 60 hrs		
Preparation	1 hr per 1 hr of contact teaching time(CTT)	0.5 hr per 1hr of CTT(UG) 1.5 hrs per 1 hr of CTT(PG)	I hr per 1 hr of CTT(Lecture) 0.2 hr per 1 hr CTT(Tutorial) 0.3 hr per 1 hr CTT(Practical)
Assessment (also for consultations and admin)	1 hr per student per module	1 hr per student per module (UG) 1.5 hr per student per module (PG)	
Supervision of professional practice	3 hrs per student(1hr for student observation;1hr discussion/contact teaching and 1hr assessment)		

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Thesis supervision(also 4th year projects)	Honours project 1 – 1.5hrs per week: 15 - 22.5 hrs/semester		
	Coursework masters 1 hr/week (43 week year)		
	Research masters 1.5hrs/week (43 week year)		
	Doctoral thesis 2 hrs/week(43 week year)		

4. **Supervision Norms**
- Six students/ supervisor (Senior lecturer and above)
- Completion periods:
    - PhD: 4 years plus 1year(extension)
    - Coursework masters: 1 year plus 1 year
    - Research masters : 1.5 years plus 1 year

The number students supervised are with respect to the completion periods.

APPENDIX 1: Component activities indicators
For workload purpose at UR the following while not exhaustive will be indicators of:
(a) Teaching activities:
- Delivery of award, non award, bridging programmes, during the day, evening or weekends
- Assessment/evaluation of students work- including assignments, continuous assessments, examinations, moderations including invigilation etc
- Student's academic advising, face-to-face, online, distance learning etc
- Tutoring
- Supervision of internships/field work/lab sessions, performances etc
- Staff development related to teaching related duties
- Coordination of modules, subjects in a department
- Writing course/modules or development of teaching materials and learning resources both online and print, audio/video for both award and non award short programs etc under UR copyright ownership
- Supervision of postgraduate research projects and research higher degrees
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(b) Research Activities:
- Engagement and publication of research projects,
- Writing refereed articles, books, book chapters and other publications,
- Study for higher research degrees or programmes to obtain and maintain requisite qualifications (i.e. Masters, PhD, PGCLTHE etc)
- Presentation of scholarly papers in refereed conferences, workshops, seminars etc.
- Journal editing, book exhibitions, directing art performances, plays, dances etc
- Refereeing, examination and review of grant proposals, journal articles, dissertations and theses etc
- Professional development for research
- Mentoring of junior researchers and academics
- Preparation and submission of research and teaching development proposals etc

Guidelines for accountability of research load allocation will be provided in tandem with research inputs and outputs for the different academic ranks.

(c) Academic Administration and Coordination:
- Governance posts such as Deanship, Deputy Deanship, Directorship of Academic Unit/centre, Headship of Department/Coordination of Units etc
- Programme, discipline/subject, module coordination
- Contribution to committees
- Attendance at University, College, School and Department meetings
- Planning, budgeting for units etc
- General office administration and reporting on teaching and research evaluations
- Student consultations
- Management of unit self evaluations, subject assessments etc
- Timetabling
- Staff supervision, assessment and evaluation
- Any other individual or committee duties assigned on ad hoc basis.

Where the total time allocation for academic administration and coordination for an individual academic is greater than % time allocated in the workload guidelines, there shall be pro-rata decrease in the teaching and research components of their workload

(d) Community engagement:
- Representations in committees, taskforces on behalf of the University, College, School, Centre, Department or Discipline
- Service as elected staff representatives in various governance organs such as University Board, Senate, Executive Council, College Council, Staff association etc
- Contributions and involvement in professional associations, community organizations, schools, non-profit organizations, business and industry
- Organization and participation in community activities seminars and workshops or other educational events
- Participation in events of national and local importance (umuganda, itorero, ndiumunyarwandaetc),

- Volunteer activities

(e) <u>Overload</u>;

Total workload per year is calculated on the basis of teaching, research, administration and community engagement totaling 1980 hours of a work year. Any excess over 1980 proved through output deliverables as defined for each workload component shall be regarded as overload and shall be compensated accordingly. A shortfall on 1980 hours shall be counted as an under load and will be compensated for by the concerned academic on a pro-rata basis.

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