

Statement of Mutual Expectations – Handout #12

THE PROBLEM

The Expectations Department had a problem. There had been significant changes in the faculty over the last five years, with retirements and replacement of tenure-track faculty with non-tenure track faculty. There were factions of faculty forming, largely mirroring career stages, with some early-career faculty trying to emphasize research and late-career faculty taking on more research. Yet both groups, as well as those mid-career, seemed to have different sets of expectations for appropriate workload.

In addition, there had been some heated disagreements over some curricular and faculty evaluation changes in the department, with some faculty feeling bullied or disrespected. Some faculty reported that others routinely missed committee meetings, did not respond to colleague emails on important matters, or did not do their fair share of promotion and tenure committee review work. There did not seem to be any common values or guidelines to turn to for norms of collegiality, respect, and professional interactions. The department chair feared that without some kind of formal guidelines and written policies, the situation might get even worse.

A SOLUTION

The department formed a small advisory group. The first thing they did was establish faculty expectations guidelines (see Handout #3: Faculty Expectations Guidelines) that made it clear what the minimum expectations were for each faculty member in teaching, research, and service. They also amended their differentiated workload policy, so that there could be some flexibility in how faculty met these benchmarks.

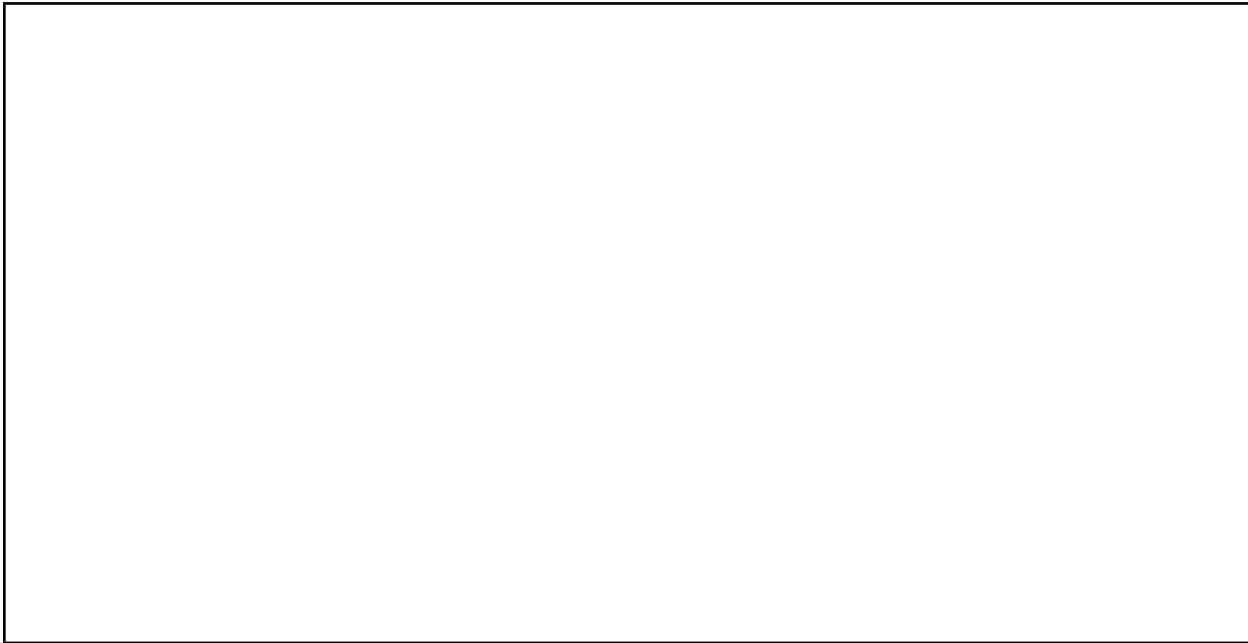
Then they created a document for review by the faculty that emphasized mutual obligations to each other and to the community that they wanted to have within the department. They focused on two things: effort within their programs and shared expectations that everyone does their part within committee operations and common department house-keeping (within committee assignments and meetings) and ways of communicating.

Statement of Mutual Expectations: Shared Roles

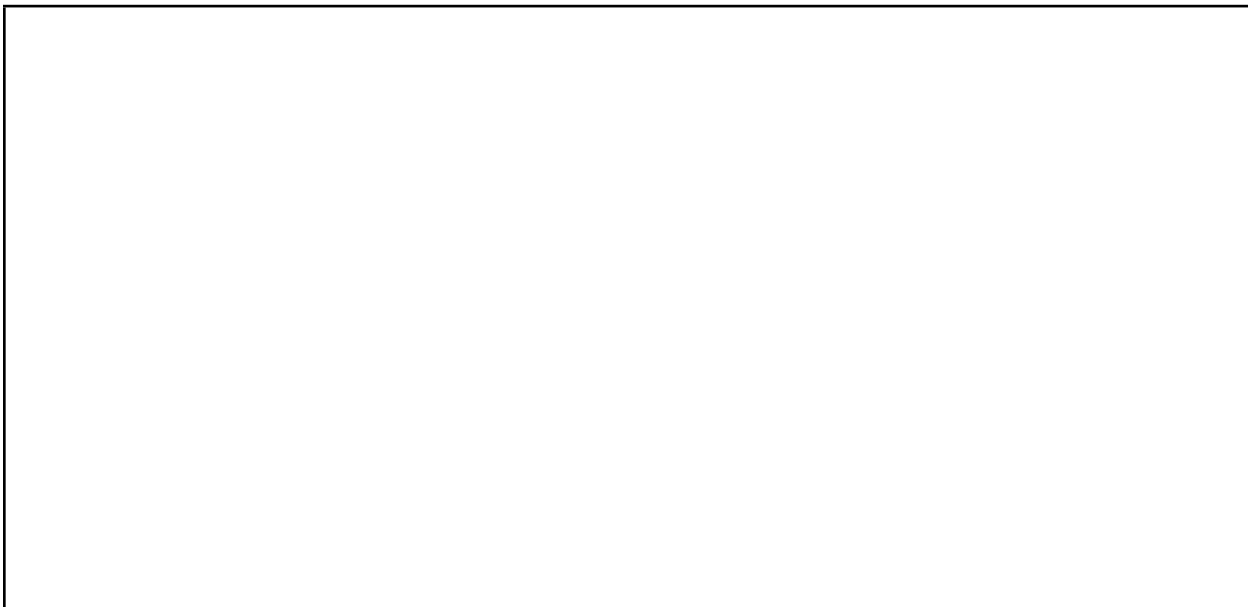
1. **Shared Governance:** We each agree to do our fair share of the common tasks assigned to committees, including but not limited to attending meetings, writing reports, reviewing files, and scheduling meetings.
2. **Meeting Attendance:** We agree to attend our monthly department meeting regularly with primary exceptions being for illness or disciplinary conferences.
3. **Respectful Dialogue:** We agree to communicate by email respectfully and not make accusations or try to argue key points by email. We will save discussions of the pros and cons of key decisions for meeting discussions.

Department Equity Action Plan (DEAP) - Handout #13

Background Context (relevant context for workload analysis and reform)

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Department Conditions Report and Dashboard Findings (note most important findings as they relate to department satisfaction with workload and equity)

A large, empty rectangular box with a black border, intended for noting the most important findings from the department conditions report and dashboard findings, specifically related to department satisfaction with workload and equity.

Equity Issues We Want to Address Moving Forward (distinguish between goals to address current equity issues and goals to proactively design equity moving forward)

Proposed Actions (changes to current organizational practices, policies, or plans)

Intended Outcomes