Compensation for Key Roles – Handout #4

THE PROBLEM

The Show Me the Money Department had a problem. As they reviewed their faculty workload data, they found that some time-intensive faculty roles (e.g., graduate program director) are more coveted by faculty members, because they come with a summer salary or a course release. Because of a lack of clear guidelines and unexplained policies, no one in the department knows how faculty are assigned to these roles, or how faculty can sign up for them. Furthermore, the senior faculty members within the department tend to hold onto the roles, and some faculty members have expressed the belief that these roles go to those who are favored by the department chair. The lack of transparency in this process also creates confusion around which roles are compensated and which are not. Some important service roles are considered critical to shared governance but there is no additional compensation for them.

A SOLUTION

The Show Me the Money Department decided to write a policy that was incorporated into the department's organization plan. The policy was two-fold. They began by restating standard performance expectations in teaching and service for three faculty groups (associate/full professors, assistant professors, and instructional faculty). Second, the policy clarified which roles are compensated and which are not. Third, the policy specified how faculty who want to take on more time intensive roles can express their interest, which made the process more transparent.

Table I. Standard Performance

Associate/Full Professor		Assistant Professor		Instructional Faculty	
Teaching	• teach 5.5 courses/yr	Teaching	• teach 4.5 courses/yr	Teaching	• Teach 7.5 courses/yr
Advising	• Advise 10 Undergraduates • Advise 3 MA • Advise 4 doctoral students	Advising	• Advise 5 undergraduates • Advise 1 MA • Advise 2 doctoral students	Advising	• Advise 15 undergraduates • Advise 1-2 MA • Advise 0 doctoral students
Chair of Committee	• Chair 1 department committee	Committee Service	• Serve on 1 college/ university/ department committee	Chair of Committee	• Chair 1 department committee
Search Committee Service	• Serve on 1 search committee/yr	Search Committee Service	• Serve on 1 search committee/yr	Search Committee Service	• Serve on 1 search committee/yr

Table II. Standard vs. Compensated Roles

Standard Performance	Extra Effort Compensated Roles
Chair or member of Merit Review	Director of Graduate Studies
Chair or member of Promotion & Tenure Subcommittee	Director of Undergraduate Studies
Chair or member of Admissions & Fellowships	Associate Chair
Chair or member of Curriculum Review	Chair of Online MA Program
Chair or member of Workload Committee	Chair of Accreditation Team
Chair or member of Research & Grants	Chair of College Senate
Chair or member of Budget & Planning	
Chair or member of Rep to University Senate	
Chair or member of IRB Representative	

POLICY ON EXTRA EFFORT ASSIGNMENTS

Faculty members who are interested in taking on more time-intensive roles that require "extra effort" must submit a letter of interest, along with their CV, to their department chair by July 1 of the calendar year. Faculty who apply for more time-intensive roles will be required to attend an informational meeting, where specific policies around compensation for key roles will be reviewed in full, along with a review of how faculty members will be selected for these key roles, in order to create more transparency around the process. In some cases faculty will be asked to "shadow" the person currently in the role in the spring before they assume office. All faculty will be given an opportunity to serve in one compensated role over a five-year period.