

Credit Systems – Handout #5

THE PROBLEM

The Getting Even Department had a problem. As they reviewed their faculty workload data, they found that some faculty members carried standard research workloads, but participated in many more teaching, advising, and service activities than what was expected for standard performance. Several faculty members in this category wanted to continue “overperforming” or producing greater effort in one or more of these areas. They just wanted to exchange that extra effort for credit in another area where they would provide less effort. In addition, there was recognition among the faculty that some service roles were especially taxing and not compensated appropriately for the time they took away from scholarship and grant work. For these few but important roles, department faculty wanted to provide service releases (either to be taken during the appointment or right after the person left the role).

A SOLUTION

The Getting Even Department wrote a credit system policy. They began by re-stating standard performance expectations in teaching and service for three groups (associate/full professors, assistant professors, instructional faculty). Then they considered what would represent “extra effort” that could be credited against standard performance in other areas.

Associate/Full Professor

	Standard Performance	Extra Effort	Policy
Teaching	<ul style="list-style-type: none"> teach 5.5 courses per year 	<ul style="list-style-type: none"> taught 1/3 more course size twice faculty average 	<ul style="list-style-type: none"> Faculty who provide extra effort in teaching for 2 years can receive a course release for the third year.
Advising	<ul style="list-style-type: none"> advise 10 undergraduates advise 3 MA advise 4 doctoral students 	<ul style="list-style-type: none"> advise 15 or more undergraduates advise 6 MA or more advise 8 doctoral students or more 	<ul style="list-style-type: none"> Faculty who provide extra effort in advising can exchange for 1 course release every other year as long as the average graduation rate of advisees was consistent or better than the department average.
Chair of Committee	<ul style="list-style-type: none"> chair 1 department committee 	<ul style="list-style-type: none"> chair 3 department/college/ university committees 	<ul style="list-style-type: none"> Faculty who chair 3 or more committees can be exempted from committee service the following year.
Search Committee Service	<ul style="list-style-type: none"> serve on 1 search committee per year 	<ul style="list-style-type: none"> serve on 3 search committees per year or 6 over 2 years 	<ul style="list-style-type: none"> Faculty who serve on 3 search committees per year or 6 over 2 years receive a course release the third year or complete no service for 1 year.

Assistant Professor

	Standard Performance	Extra Effort	Policy
Teaching	<ul style="list-style-type: none"> teach 4.5 courses per year 	<ul style="list-style-type: none"> taught 1/3 more course size twice faculty average 	<ul style="list-style-type: none"> Faculty who provide extra effort in teaching for 2 years can receive a course release for the third year.
Advising	<ul style="list-style-type: none"> advise 5 undergraduates advise 1 MA advise 2 doctoral students 	<ul style="list-style-type: none"> advise 10 or more undergraduates advise 3 MA or more advise 4 doctoral students or more 	<ul style="list-style-type: none"> Faculty who provide extra effort in advising can exchange for 1 course release every other year as long as students are graduating at or above department average.
Committee Service	<ul style="list-style-type: none"> serve on 1 college/ university/ department committee 	<ul style="list-style-type: none"> chair 2 department/ college/ university committees 	<ul style="list-style-type: none"> Faculty who serve on 2 or more committees can be exempted from committee service the following year.
Search Committee Service	<ul style="list-style-type: none"> serve on 1 search committee per year 	<ul style="list-style-type: none"> serve on 2 search committees per year or 4 over 2 years 	<ul style="list-style-type: none"> Faculty who serve on 2 search committees per year or 4 over 2 years receive a course release the third year or no department service for 1 year.

Instructional Faculty

	Standard Performance	Extra Effort	Policy
Teaching	<ul style="list-style-type: none"> teach 7.5 courses per year 	<ul style="list-style-type: none"> taught 1/3 more course size twice faculty average 	<ul style="list-style-type: none"> Faculty who provide extra effort in teaching for 2 years can receive a course release for the third year.
Advising	<ul style="list-style-type: none"> advise 15 undergraduates advise 1-2 MA advise 0 doctoral students 	<ul style="list-style-type: none"> advise 20 or more undergraduates advise 4 MA or more advise 1 doctoral students or more 	<ul style="list-style-type: none"> Faculty who provide extra effort in advising can be exempted from committee service the following year.
Committee Service	<ul style="list-style-type: none"> chair 1 department committee 	<ul style="list-style-type: none"> chair 3 department/ college/ university committees 	<ul style="list-style-type: none"> Faculty who chair 3 or more committees can be exempted from committee service the following year.
Search Committee Service	<ul style="list-style-type: none"> serve on 1 search committee per year 	<ul style="list-style-type: none"> serve on 3 search committees per year or 6 over 2 years 	<ul style="list-style-type: none"> Faculty who serve on 3 search committees per year or 6 over 2 years receive a course release the third year or no department service for 1 year.

In addition to having a policy addressing extra effort, the department workload committee felt there was a need to address the additional work for full-year, high-effort roles. The committee thus created a policy for service releases. These would be assigned sparingly, though transparently and reliably, for full-year, high-effort roles. A faculty member could choose to take their service release while they served in the appointed role, or in the year following their appointment.

The following activities were considered worthy of service release:

Activity	Nature of Release
Department Chair (term of 5 years or more)	2 course release during year serving; 1 semester sabbatical once term completed
Graduate Program Director (3-year term)	1 course release a year
Undergraduate Program Director (3-year term)	1 course release a year
Chair of Accreditation Review	1 course release in last year of external visit