

Planned Service Rotations – Handout #7

THE PROBLEM

The Fellowship Department examined their faculty workload data over the last five years and learned that many of their most time-intensive faculty service roles tended to be rotated among only four faculty members. Three of the four faculty were associate professors who needed to spend more time on research. One of the four had been serving as Promotion and Tenure Chair for so long, no one else in the department knew what had to be done in that role or appreciated how much work was involved. Also, the person in this role had indicated they would retire in three years. In order to share the burden of work more fairly across the 12 faculty in the department, protect faculty who have held time-intensive service roles from burnout, make sure multiple faculty in the department could play each role, and increase appreciation for those roles come merit time, the department decided to gain support for and implement a rotation system for time-intensive service roles.

A SOLUTION

The Department came together to develop a new rotation policy for six consistent service roles they needed to fill each year. In developing the schedule they made the following decisions:

- All faculty would rotate through all roles, but assistant professors would not serve as Undergraduate Program Director (UPD) or Graduate Program Director (GPD) until after receiving tenure; associates would not serve as *both* UPD and GPD before going up for full professor.
- The schedule would try to take into account sabbaticals but would need to be adjusted when faculty took parental leave and other unknown leave. The rotation schedule would be reviewed by faculty, adjusted if needed, and confirmed each April by department leadership.
- Faculty would be assumed to play the role noted in the schedule unless on sick or parental leave, or acting as department chair.
- Faculty would be assigned to serve as a member of a committee during the year prior to serving as that committee's chair.

Six-year schedule for 12 faculty: (John, David, Jane, Casey, Bob, Rose, Jesse, Oliver, Bill, Nathan, Leslie, Thomas)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Undergraduate Program Director	John	Jesse	Rose	Thomas	Bob	Leslie
Graduate Program Director	David	Oliver	John	Jesse	Rose	Thomas
Admission Chair	Jane	Bill	David	Oliver	John	Jesse
Promotion & Tenure Chair	Casey	Nathan	Jane	Bill	David	Oliver
Merit Chair	Bob	Leslie	Casey	Nathan	Jane	Bill
Representative to College Senate	Rose	Thomas	Sam	Leslie	Casey	Nathan

*Modification will be made annually for faculty on parental or sick leave; they will be placed back into the rotation when they return.