

Managing Faculty Workload

Dawn Rowe & Amy Johnson · April 19, 2024



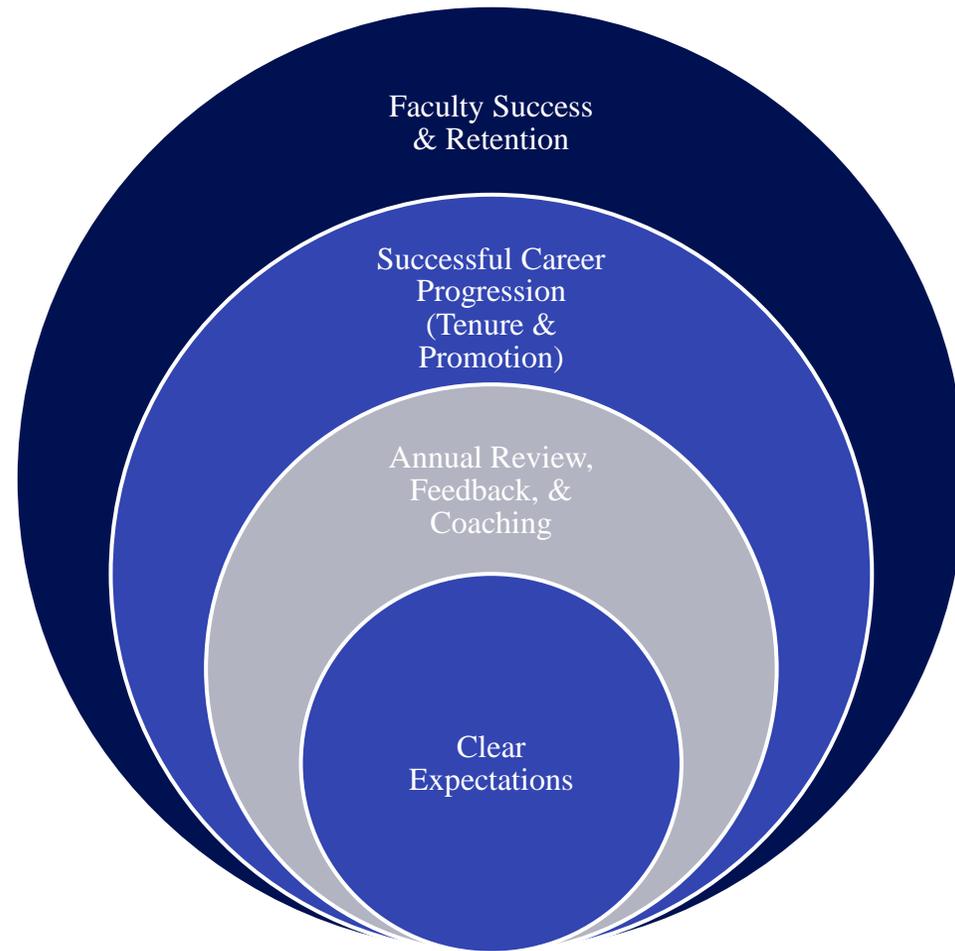
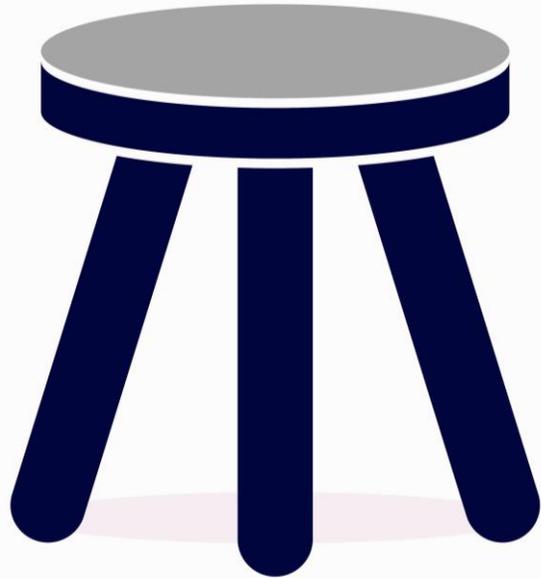


Session Goals

- Discuss the importance of departmental workload policy, processes, and practices
- Define important components of equitable workload policies, processes, and practices
- Discuss best practices in faculty workload processes
- Discuss strategies for implementing effective and equitable workload policies, processes, & practices



Why faculty workload matters...



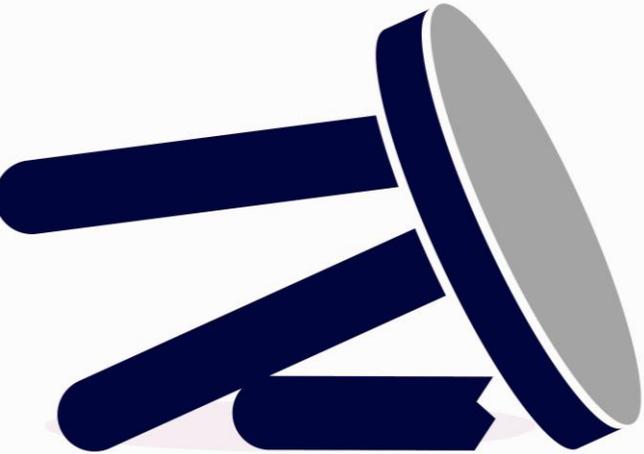


Factors to consider...

- Faculty workload can and should change throughout a person's career
- Determining workload should consider all faculty work activities – ALL work counts
- Amount of work and weight of the work should matter (experience, rank, and type should be considered)
- Connection to mission, vision, and strategic goals

Why faculty **workload** matters...

- Faculty often report dissatisfaction in workload.
- Dissatisfaction may arise from:
 - Perceptions of increased workload
 - Challenges in work-life integration
- Dissatisfaction can lead to:
 - Lower productivity
 - Lower organizational commitment
 - Higher turnover
 - A homogenous faculty





Some definitions...

- Faculty Workload - the distribution of responsibilities for faculty into primary areas that demonstrate their contributions to the university
- Important considerations for equity:
 - Transparency – departments should have widely visible information about faculty work activities available for department members to see.
 - Clarity – departments have clearly identified and well-understood benchmarks for faculty work activities
 - Credit – departments recognize and reward faculty members who are expending more effort in certain areas
 - Norms – departments have a commitment to ensuring faculty workload is fair and have put systems in place that reinforce these norms





A few more definitions...

- Important considerations for equity
 - Context – departments should acknowledge that different faculty members have strengths, interests, and demands that shape their workloads and offer workload flexibility to recognize this context.
 - Accountability – departments have mechanisms in place to ensure that faculty members fulfill their work obligations and receive credit for their labor.





Strategies for Effective Implementation

- Involving faculty in policy development
- Regular review and revision of policy, processes, & practices
- Faculty development to support policy implementation
 - Programming
 - Coaching
 - Mentoring
- Transparent communication and feedback mechanisms





What are your hopes for your faculty?

Can you achieve these goals without explicit, transparent, equitable workloads that honor all faculty work?





REFERENCES

- Casner, S.M., & Gore, B.F. (2010). [Measuring and Evaluating Workload: A Primer](#).
- Cohen, M. Z., Hickey, J. V., & Upchurch, S. L. (2009). Faculty workload calculation. *Nursing Outlook*, 57(1), 50–59.
<https://doi.org/10.1016/j.outlook.2008.07.004>
- O’Meara, K., Beise, E., Culpepper, D., Misra, J., & Jaeger, A. (2020). [Faculty Work Activity Dashboards: A Strategy to Increase Transparency](#). In *Change (New Rochelle, N.Y.)* (Vol. 52, Issue 3, pp. 33-). Taylor & Francis Inc.
- O'Meara, K., Culpepper, D., Misra, J., Jaeger, A. (2022). [Equity-Minded Faculty Workloads: What we can and should do now](#). ACE report.

