

# Managing Faculty Workload

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Dawn Rowe & Amy Johnson · April 19, 2024



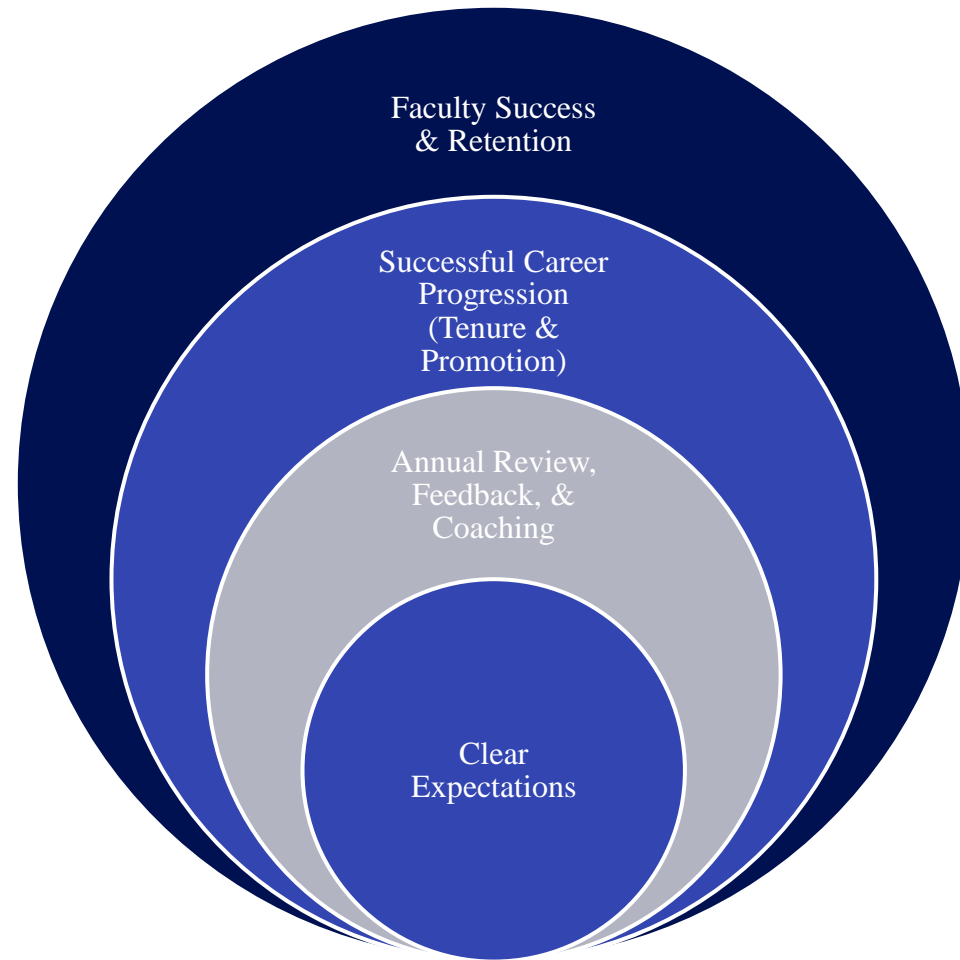
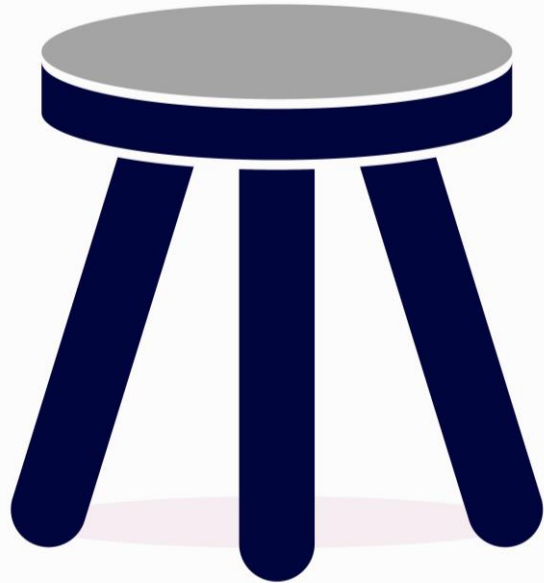


# Session Goals

- 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...



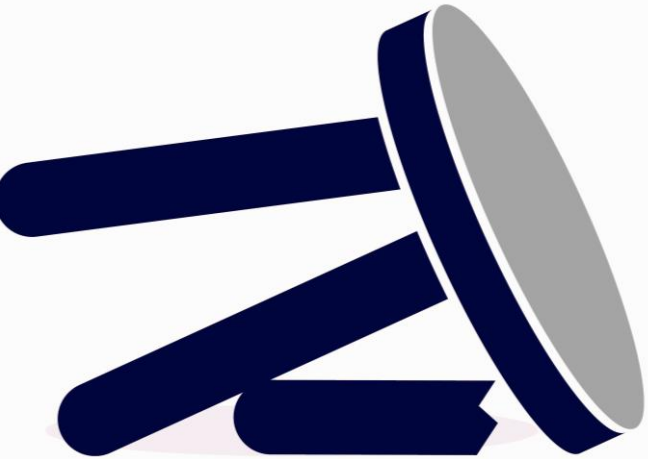


# Factors to consider...

- 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?**

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





# REFERENCES

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