

**IDEAS TO RESTRUCTURE ACADEMIC GOVERNANCE AND FACULTY SERVICE**

To: Faculty

From: Dave Dobson, Clerk of Faculty

January 29, 2016

Dear faculty colleagues:

As you may know, Clerk’s committee has been reviewing a number of issues regarding committee work and other service this year. This memo will outline some problems we are facing and then propose some solutions to these problems. Some of these solutions would lead to significant changes in our governance and procedures, but we think they will be helpful and will address some long-standing problems and inequalities with our current governance and service work. All of this is in draft form – none of it will be implemented without discussion and faculty approval. We intend to use the Faculty Forum on February 10<sup>th</sup> to explore these ideas, and if any of them seem workable, we will probably bring them to the March faculty meeting for discussion.

**PROBLEMS**

One issue that has become clear is that we have many more positions to fill than we have tenured and tenure-track faculty to fill them. Therefore, we have many faculty members taking on multiple roles, while others have only a single role. Some regular committees or positions have very heavy workloads, while others may have little or no work to do. Here is a summary of our current service roles.

## Faculty Service Positions at Guilford

★	Clerk's	Clerk	Rec. Clerk	★	Curriculum	★	Faculty Affairs						
	Ed Studies					Community Life							
	Ed Support (8-14 spots, 8 shown)					Diversity Action	Honors		Benefits				
	Faculty Development		Dir. of Fac Dev.	★	SLRP		Budget		Tech Advisory		Space Util.		
	Assessment			Nominating		ECG Liaison	Jan Term Coord.	QEP Coord.	Honors Dir.	Head of Advising	Dir. of URCE	Writing Dir.	
★	Admission		★	Division Chairs			INTS	AFAM	PECS	HSCI	WGSS	ENVS	
★	Jan Term Advisory					Department Chairs							
★	Gen Ed Revision												
	Compensation		Study Abroad Leaders		Study Leaves (full year)		Study Leaves (semester)		Parental Leaves		Personal Leave		

90 Tenured/Tenure Track Faculty cover this many spaces

★ means divisional representation required

Figure 1. Faculty service positions at Guilford.

A second issue is balance in terms of compensation. Some of the roles above are named and compensated, while others (even roles that have significant workload) are not compensated. The following page is a table of stipends and course releases provided for some of these roles. For both of these figures, I have tried to edit and update them to be current as people have communicated with me about them, but there may still be errors or differences between reported compensation and reality. I apologize if I've missed any of the corrections people sent in.

**Table 1. Positions and compensation for service work at Guilford.**

	Number of Positions	Course releases	Total dollars paid
<b>Department Chairs</b>			
No stipend - Committee Release	4		
Level I stipend (\$1000)	5		\$ 5,000
Level II stipend (\$1500)	6		\$ 9,000
Level III stipend (\$2000)	5		\$ 12,500
Course release (Level 3 only)	3	3	
<b>Department Chairs Totals</b>	<b>23</b>	<b>3</b>	<b>\$ 26,500</b>
<b>Division Chairs</b>			
<i>Five regular divisions have option of \$3500 or course release; assume 50/50 split</i>			
Assume 50% take course release	2.5	2.5	
Assume 50% take \$3500 stipend	2.5		\$ 8,750
IDS Division chair (\$4000+course)	1	1	\$ 4,000
<b>Division Chairs Totals</b>	<b>6</b>	<b>3.5</b>	<b>\$ 12,750</b>
<b>IDS Major Coordinators</b>			
ENVS*, WGSS, AFAM, INTS, HSCI*	5	5	
PECS	1	2	
Prelaw (no compensation)	1	0	
<b>IDS Majors Totals</b>	<b>7</b>	<b>7</b>	
<b>Other Positions</b>			
Post-Tenure Reviews (1 course after 2yr term)	1	0.5	
Quant. Lit. Coordinator	1		\$ 3,000
Clerk	1	2	\$ 6,000
Study Abroad Director (currently not faculty)	1	4	\$ 6,000
Early College Liaison	1	3	\$ 6,500
Writing Director	1	4	\$ 5,000
January Term Director (temporary)	1		\$ 1,500
FYE Coordinator (currently not faculty)	1	1	\$ 6,000
Guilfordian Practicums	1	1	
Faculty Development	1	3	
Honors Director*	1	1	
Director of Advising	1	2	
Adult Transitions	1	1	\$ 2,000
URCE	1	2	
FYS Instructors (\$1500 each)	18		\$ 27,000
QEP Director	1	?	?
Faculty Fellowship in Philanthropy	1	?	?
<b>Other Positions Totals</b>	<b>34</b>	<b>24.5</b>	<b>\$ 63,000</b>
<b>Grand Totals</b>	<b>70</b>	<b>38</b>	<b>\$102,250</b>
<b>Grand Totals minus FYS</b>	<b>52</b>	<b>38</b>	<b>\$ 75,250</b>
	special positions	course releases	stipend payments

\*A person who has held this position reports being unable to take course releases earned.

For more background on these issues, please see the following series of Moon Room posts:

- **PROBLEMS WITH FACULTY SERVICE AT GUILFORD:** <http://moonrm.com/?p=738>
- **INFORMATION ON COURSE RELEASES AND STIPENDS:** <http://moonrm.com/?p=804>
- **UPDATED STIPENDS AND COURSE RELEASES LIST:** <http://moonrm.com/?p=893>

## SOLUTIONS

We have been exploring strategies to address these issues. We are also guided by the job description for the interim academic dean position, which charged Beth with restructuring academic governance and structures in the Academic Affairs division. Accordingly, we are looking at the following general goals:

- 1) Reduce the number of service positions and roles we are trying to fill, ideally by eliminating or consolidating roles with little to do.
- 2) Come up with a more equitable system for distribution of compensation (stipends and course releases) for service work, so that all who take on extra duties are compensated

One proposal based on these goals is the proposed removal of four standing committees that we will consider at the faculty meeting on February 3.

We have three additional ideas based on the goals above that we've been discussing this year. These might help solve the problems outlined above, but we thought they needed more discussion before putting them up for approval.

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### IDEA #1:

One area where we have many service positions is department chairs and division heads. We currently have 24 academic departments, six interdisciplinary programs with coordinators, and six division chairs, for 36 total positions. We are exploring changing the organization of divisions and structures. One idea we've discussed (which was also discussed at the Interdisciplinary collaborations retreat organized by Melanie Lee-Brown and Michele Malotky in March 2015) is to restructure our departments and divisions. Our current divisions are of unequal size and sometimes of unclear disciplinary connection.

Under the revised model, we would transition from six large umbrella divisions to a larger number of administrative units, which we're calling **Sections**. Departments within these sections would retain their identity, majors, budgets, and other current status. However, each section would have a leader (tentatively called a **Section Head**) who would perform a combined set of duties that currently are performed by division chairs and department chairs.

Not all administrative functions for departments and programs can reasonably be completed by a person outside the department, so some of these functions (such as curriculum design, recruiting, and coordinating advising) would need to remain. Departments and programs would still need chairs or coordinators, who would retain a subset of critical program-specific duties from those currently performed by department chairs and program coordinators. However, the workload for these department chair positions would be significantly reduced from its current level.

I have created a web tool for exploring re-allocating departments and programs into sections which includes quantitative information on faculty FTE, majors, and credit hours taught. (Note: Because of a limitation in the Javascript library I used, the tool does not work well on phones or some tablets, such as iPads. It works in every computer-based browser I've tried.)

Our current divisional structure is here:

<http://moonrm.com/depts/index.php?layout=00234020231334123140542545555>

It looks like this. The box sizes reflect faculty FTE (lighter shading = non-tenure-track):

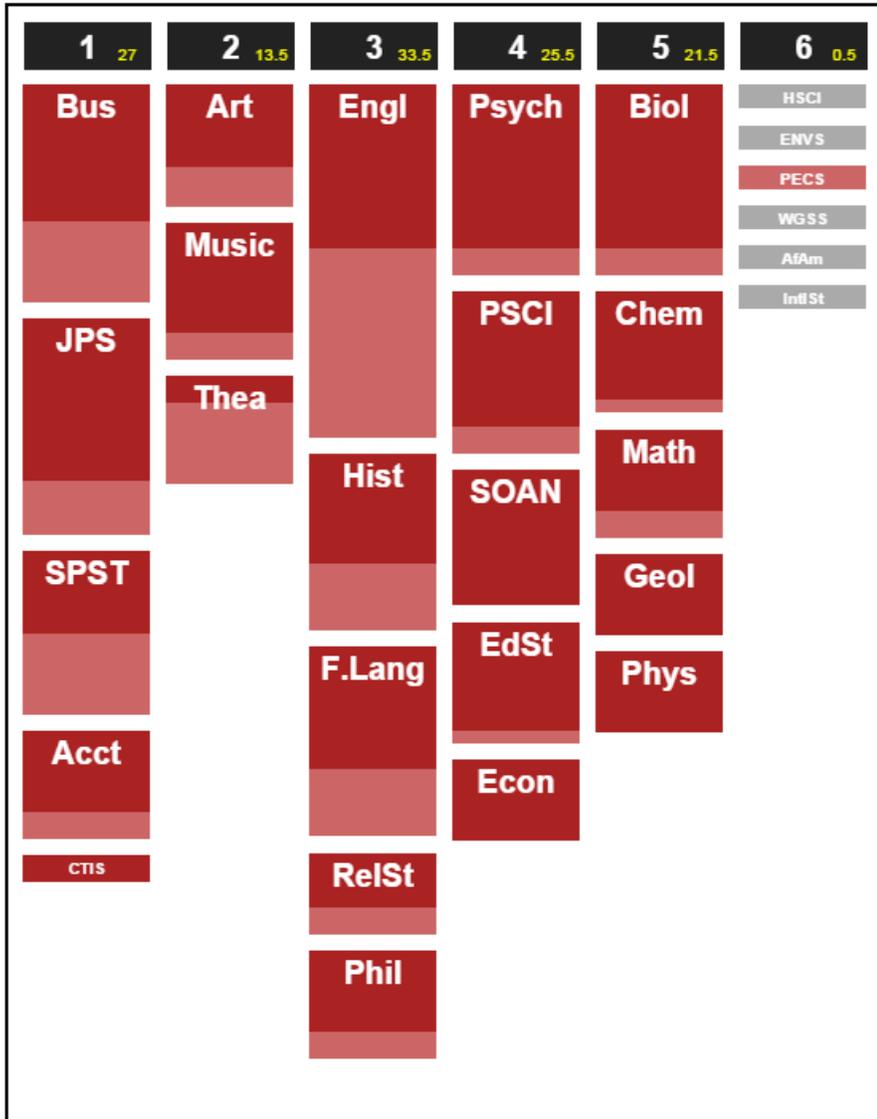


Figure 2. Current allocation of departments and programs by division, sized by faculty FTE. Light red areas are non-tenure-track. Gray boxes have no assigned faculty.

Beth has created a draft of a restructuring into more sections, which is here:

<http://moonrm.com/depts/index.php?layout=31426653410226053073675771524>

It is also displayed on the next page. Note that this is only a draft, not a proposal for approval at this time. You are free to suggest changes or come up with your own model.

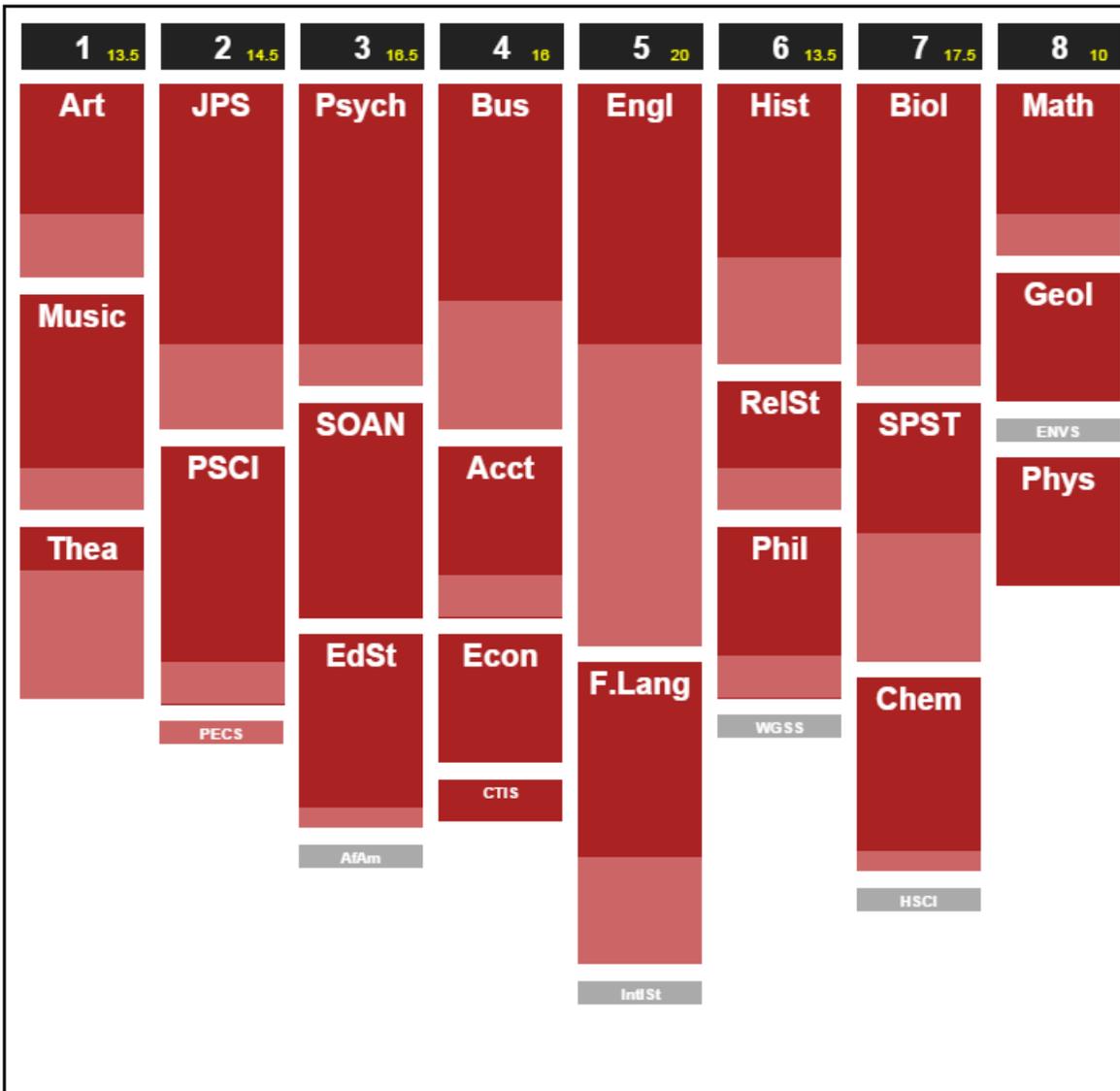


Figure 3. Draft proposal for a shift from six divisions to eight sections. Box sizes and colors are faculty FTE as in Figure 2.

**NEW RESPONSIBILITIES:** Exchanging division chairs for section heads and restructuring the divisions obviously will require changes in assigned responsibilities for chairs and section heads. A proposed set of revised duties is included in the tables on the next couple of pages. This obviously does not cover all responsibilities of all departments, divisions, and programs, but it should at least show preliminary thinking.

Obviously, there are complications with this new model. We have operated under the old model for many, many years, and we are familiar with it. All programs differ in terms of numbers, budget, staffing, needs, facilities, and equipment, so not all sections will face identical challenges, nor will section heads and department chairs have identical duties across the college. If we go in this direction, we'll need some time and flexibility to work these specifics out.

**Table 2. Proposed revised duties following a shift to sections.**

Area	Current Division Chair responsibilities	Proposed Section Head responsibilities	Current Department Chair responsibilities	Proposed Department/Program Chair responsibilities
<b>Curriculum and schedule</b>	Oversee curriculum to make sure schedule meets needs of students. Approve final schedule.	Coordinate curriculum planning. Ensure appropriate scheduling of courses for departments and interdisciplinary programs. Approve final schedule for Section departments and programs.	Curriculum planning. Schedule oversight.	(Duty removed. Department members collaborate for scheduling and curriculum issues as needed and as requested by Section Head.)
<b>Tenure-track and part-time faculty hiring</b>	Coordinate tenure track searches; approve all search requests, help finalize candidates to be interviewed, advise Dean on which candidate to hire	Oversee, implement, and provide support for all full time faculty searches, with input from department or program members.	Oversee and administer all faculty searches within section, both full time and part time.	Prepare requests for faculty positions. Participate in searches for part-time faculty with section head.
<b>Visiting faculty</b>	Advise the Dean about requests for visiting full time faculty positions, help interview candidates for these faculty, oversee evaluation of these faculty	Schedule and help interview candidates for full-time visiting faculty. Evaluate all full time visiting faculty in the Section.	Oversee searches and hiring of visiting full-time faculty	With section head, request and coordinate hiring of visiting full-time faculty

Area	Current Division Chair responsibilities	Proposed Section Head responsibilities	Current Department Chair responsibilities	Proposed Department/Program Chair responsibilities
<b>Orientation and mentoring</b>	Coordinate orientation of new department chairs and IDS coordinators	Orientation for all new faculty and IDS coordinators, in conjunction with the Academic Dean's office. Orientation and mentoring new Section faculty. Mentoring all department chairs and IDS coordinators in the Section	Orientation and mentoring for all new faculty	(Duty removed. Mentoring for department-specific issues to be shared by all department members)
<b>Tenure and promotions</b>	No duties	Advise Section's tenure track faculty on promotion and tenure matters.	Nominate departmental faculty for promotion	(Duty removed. Faculty members self-nominate for promotion)
<b>Assessment</b>	No duties.	Supervision of departmental assessment activities and preparation of documentation.	Supervision of departmental assessment activities	(Duty removed. Individual faculty members provide necessary assessment data to Section head.)

Area	Current Division Chair responsibilities	Proposed Section Head responsibilities	Current Department Chair responsibilities	Proposed Department/Program Chair responsibilities
<b>Budget</b>	Coordinate annual capital and operating budget requests submitted by chairs to Dean	Oversee all Section budgets. Compile and submit annual budget requests (capital and operating) on behalf of all departments in the Section. Act as budget managers for Section departments and programs. Regular budget reports to departments.	Budget management and supervision.	(Duty removed.)
<b>Student concerns</b>	No duties	Receive and respond to student concerns about Section courses or issues	Receives and responds to student concerns about departmental issues	Coordinate with Section Head to address student concerns
<b>College responsibilities</b>	Advocate for faculty, staff, students, and programs in the Section. Represent the Section in meetings with the Dean and others.  Occasional other responsibilities as requested by the Dean.	Advocate for faculty, staff, students, and programs in the Section. Represent the Section in meetings with the Dean and others.  Occasional other responsibilities as requested by the Dean.	Coordinates departmental representation for various College activities: recruitment of prospective students, majors fairs, and the like.	(Unchanged.) Coordinates departmental representation for various College activities: recruitment of prospective students, majors fairs, and the like.

## IDEA #2

We have identified two kinds of inequalities in our current service structure. One of these is inequality of workload, which can come from faculty members taking on multiple roles, or from inequality in the workload of committees or between leadership of departments and programs. The second is inequality of compensation. We attempt to compensate for additional or extraordinary work in some cases with course releases and stipends. These are assigned to some positions or classes of positions, or they have been worked out between individual faculty members and the dean. However, they are not awarded consistently, are of very different amounts or sizes, and are often missing from very high-workload committees (e.g. FAC, Clerk's, Curriculum) where there the work there may equal or exceed a compensated position.

To address this, we propose pooling our current set of course releases and stipends and then awarding them based not on particular positions, but instead on a system reflecting hours worked. As shown in Table 2 above, we currently award about 35 to 40 course releases a year (although not all are taken by those who earn them) and we give out about \$75,000 in stipends (not counting FYS stipends). So, this would be the size of the pool.

As faculty worked in service roles, they would earn credits toward these rewards. A possible system could work as follows:

### Possible Service Compensation Model

Points are assigned for committee and service work based on workload at a common rate, perhaps one service point per three hours of work, e.g.

- Honors committee meets once per month with occasional events, for a total of about 18 hours per year. Honors service is six points.
- Clerk's meets once per week plus reading and external e-mail, for roughly 60 hours of work per year. Clerk's service is 20 points
- Two *Spring Into Guilford* recruiting events combined are about three hours. Participation in two of these is one point.
- Department chair positions for departments with no special functions or unusual duties (e.g. position request, hiring, external review, etc.) would be 10 points.

All college service could be converted into these service points. Service points for committee positions and titled positions would be pre-allocated by consensus. Other service (e.g. ad hoc committees, unique positions, special service opportunities) could be allocated as they come up, or faculty could submit hours on a simple form for approval by Clerk's or another body. There would be a minimum number of points required (e.g. 15 points), and then extra points beyond that make up an accrued balance which could be traded for compensation or rewards, e.g.:

Extra service points can be traded for course releases at a fixed rate (e.g. 20 points for a course release).

Extra service points can be traded for team-teaching a course at a fixed rate (e.g. 10 points earns a team-teaching opportunity)

Extra service points (up to the amount for a course release) can be banked from one year to the next.

All remaining extra service points can be redeemed for stipend payments. Total available stipends (e.g. \$75,000 total pool) would be divided by total redeemed points, and stipends would be awarded on a pro-rated basis. So, if the pool was \$75,000 and 500 total points were redeemed, each point would be worth \$150.

### **Other ideas**

Service points could be awarded for significant research efforts or achievements

There could be a maximum number of points earned per year, with service above that maximum not rewarded

## IDEA #3

We would like to relax the requirement for divisional representation which has proved so challenging to achieve in the work of Nominating committee. If we switch to Sections (Idea #1 above), then we wouldn't have divisions in the same way, but even if we don't make that change, the requirement for divisional representation is challenging. Currently, the following committees have a divisional representation requirement:

- Clerk's
- FAC
- Curriculum
- SLRP (now Strategic Priorities Oversight)
- Admissions ad hoc
- LAGER ad hoc
- Jan Term Advisory ad hoc
- Division Chairs

If we were to eliminate this requirement for some or all of these committees, there would be both challenges and benefits. Obviously, one challenge is that we now benefit from mandatory diversity of disciplinary perspective on many committees, and we might lose some of that benefit. However, we could still require this in less-restrictive ways, such as insisting that Nominating prioritize a diversity of disciplines for key committees. FAC reviews are of course a delicate subject which might need further thought or policy specifics. However, in most cases, if we are a faculty of good will and an interdisciplinary bent, which I think we are, we should be able to find broad representation that can accomplish needed tasks efficiently and with respect for the variety of disciplines we now teach.

The benefits of dropping divisional representation are many. For the Nominating process, there would be much more flexibility to choose people who are truly interested in and suited to the work being done on each committee. From an equity of workload perspective, as it now stands, our Arts division faculty (and those from other smaller divisions) all have to serve on very high workload committees over and over in order to meet the divisional representation requirement, while our larger divisions can split that workload. Finally, following our discussions of diversity on committees this past fall, relaxing the divisional representation requirements would give us more freedom to pursue other kinds of diversity which are difficult or impossible to achieve under our current restrictive system.

## CONCLUSIONS

We think these changes, though complicated, could be workable and effective at correcting some of our current overwork in service roles and inequities between faculty in workload and compensation. We will introduce these ideas at the faculty meeting on February 3<sup>rd</sup> and then discuss them at the forum on February 10<sup>th</sup>. Ideally, if we do approve one or more of these changes, we would like to do so this semester, before we set the committee rosters and service roles for next year.

Obviously, with changes this large, it would take us a while to refine the new structures and roles and compensation systems into their best form. If parts of this do not work, or do not work well, we will revisit, iterate, and revise.

If you have feedback, suggestions, or ideas, please share them with me (Dave), Beth Rushing, or with any member of Clerk's Committee.

Thanks for all your good work for the college.

Sincerely,

Dave