**Service Load Recommendations**

Colleges and departments need to define excellence in service in promotion and tenure documents to assure that service work, so necessary to the function of the university, is appropriately valued. But given that much research (both nationally and at NDSU) suggests that service is a gendered activity, that women often do more than men, and that its undervalue reflected that gendered dimension, this sheet attempts to help departments think about varied service loads for men and women. The goal should be to set both minimum and maximum levels of annual service by rank. This sheet makes suggestions; individual departments must set their own values, within the guidelines set by colleges, and with the leadership of their chair. This chart simply attempts to reflect the kinds of service obligations a member of a department might be asked to undertake.

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| **Type of service activity:** First three years | **Minimum**  **suggested** | **Minimum** | **Maximum**  **suggested** | **Maximum** |
| Department Committee | 1 |  | 1 |  |
| College or University Committee | 0 |  | 1 |  |
| Community service obligation: board membership, organization leadership | 0 |  | 1 |  |
| Community or campus presentations | 0 |  | 3 |  |
| Graduate thesis directing (new commitments per year) master’s level | 1 |  | 2 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) master’s level | 0 |  | 1 |  |
| Graduate dissertation directing (new commitments per year) doctoral | 0-1 |  | 1 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) doctoral | 0 |  | 1 |  |
| Departments might wish to find a mechanism through which requests for the service of new faculty go through the department head, who, in consultation with the new faculty member, might choose appropriate service. Telling faculty that they must say no to service does not work, because sometimes requests come from people to whom junior faculty do not feel empowered to say no. Having departmental guidelines can help new faculty understand more clearly what normal and agreed upon expectations look like. | | | | |

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| **Type of service activity:** Second three years | **Minimum**  **suggested** | **Minimum** | **Maximum**  **suggested** | **Maximum** |
| Department Committee | 1 |  | 2 |  |
| College Committee | 1 |  | 1 |  |
| University Committee | 0 |  | 1 |  |
| Community service obligation: board membership, organization leadership | 0 |  | 2 |  |
| Community or campus presentations | 1 |  | 5 |  |
| Graduate thesis directing (new commitments per year) master’s level | 1 |  | 3 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) master’s level | 1 |  | 3 |  |
| Graduate dissertation directing (new commitments per year) doctoral | 0-1 |  | 3 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) doctoral | 0-1 |  | 3 |  |
| **Please note:** Be clear about the maximum number of total graduate committees a faculty member should serve on before tenure. A number will help the faculty member know what is considered over-commitment. | | | | |

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| **Type of service activity:** Post tenure | **Minimum**  **suggested** | **Minimum** | **Maximum**  **suggested** | **Maximum** |
| Department Committee | 2 |  | 2 |  |
| College Committee | 1 |  | 1 |  |
| University Committee | 1 |  | 1 |  |
| Community service obligation: board membership, organization leadership | 1 |  | 2 |  |
| Community or campus presentations | 1 |  | 5 |  |
| Professional organization leadership, editorial boards, peer reviewer | 1 |  | 3 |  |
| Graduate thesis directing (new commitments per year) master’s level | 1 |  | 3 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) master’s level | 1 |  | 3 |  |
| Graduate dissertation directing (new commitments per year) doctoral | 1 |  | 3 |  |
| Graduate committee membership (new commitments per year, including graduate school appointee) doctoral | 1 |  | 3 |  |
| The requirements of promotion to full in most departments require the development of a national reputation. Some of this involves service to the profession, in addition to a research profile. It is very important that departments commit to promoting those they have tenured, and not sacrificing their associate professors to good of tenuring assistants. | | | | |

Full professors need to continue to meet minimum service obligations to ensure that those not yet tenured and promoted are not forced to do more that their appropriate share of service.

**Resources:**

Park, Shelley M. “Research, Teaching, and Service: Why Shouldn't Women's Work Count?” *The Journal of Higher Education* 67.1 (1996): 46-84. JSTOR