

## Review of workload, expectations, and compensation structure for faculty

December, 2014

### **Background**

- All faculty are on individually negotiated contracts and somewhat unique
- Internal consistency within certain framework
- Externally referenced to a degree RTC scales positioned relative to Govt./RUB
- Past salary revision 2011 = 20% on basic and gross
- Motivation for further revision:
  - Changes in the local market
  - Recognition of more dynamic environment in the College (move away from 'one size fits all')
  - Primary mission of teaching-learning excellence to be supplemented with broader academic activities by faculty; create room for flexibility

## **Existing Compensation Structure**

#### **Positions**

- Assoc Lecturer
- Lecturer
- Sr. Lecturer
- Assoc Prof
- Professor
- Part-time/Full-time
- Others (Advisors, Probono)

#### Pay Components

- Basic Pay
- HRA
- CA
- Increments
- **ETA**
- DNA
- Module Repeats

#### Other benefits

- Paid leave ~3.5 mo
- Completion gratuity
- Others, e.g. transportation, staff welfare activities, etc.

#### Standard workload/requirements

#### In-class

 TEACHING: 3 full modules, related student support

#### Out of class responsibilities

- Departmental duties (programme committees, semesterwise and annual reporting, curriculum review and development)
- Academic Advising
- Meetings and CPD; teaching portfolios

Mod 1/2/3

- Wed guest lecture series
- Exam duties

## **Existing Workload**

Notional 3 Modules

Mod 2

Addl. Module

#	Sec 1	Sec 2	Sec 3		Sec 4	Sec 5
A	Mod 1	Mod 1	Mod 1	ļ	Mod 1 Mod 2 or 3	Extremely Rare
В	Mod 1	Mod 1	Mod 2	ļ	Mod 2 or 3	
С	Mod 1	Mod 2	Mod 2		Mod 3	

Mod 3

All additional compensation structures beyond contract pay are unique to RTC within the local market

Contract Pay

Mod 1

- = Semester pay
- = Vacation pay

ETA (extra teaching allowance) during semester months

DNA (day-night allowance for dual day/CE teaching faculty

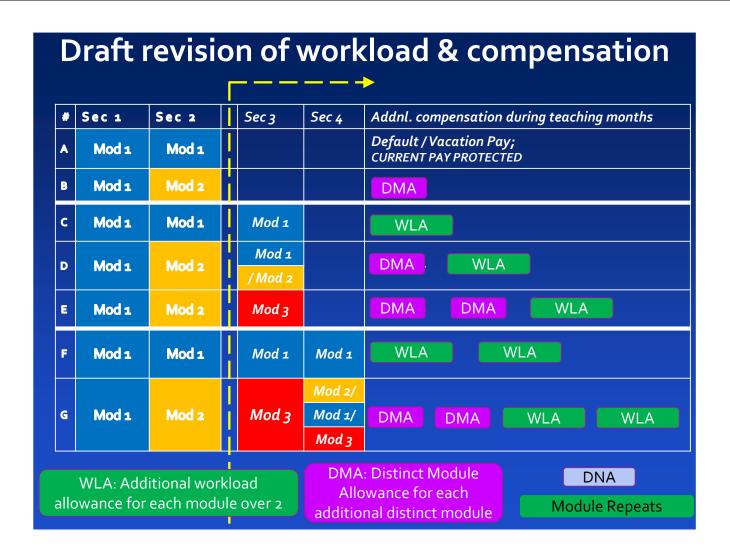
Module Repeats compensation

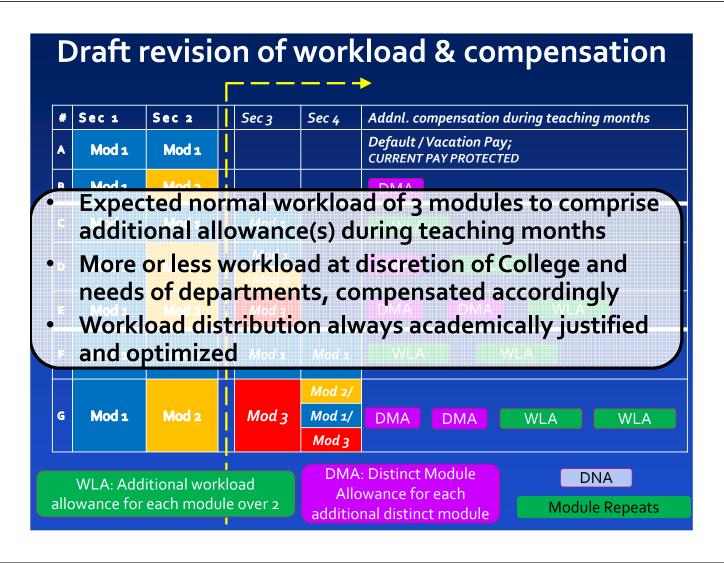
# Review of existing workload & rationale for change

- Lack of differentiation:
  - Teaching 1 module; 3 sections
  - Teaching 2 distinct modules; 3 sections (2+1)
  - Teaching 3 modules; 3 sections (1+1+1)
  - Occasional 2 section workloads
- Mostly teaching / classroom based activities, less time / flexibility for out of class College engagements
- Calls for review & rationalizing to make the structure more market based & recognize actual work effort contributed

## Changes under contemplation

- Principle that no one should lose out (current pay protected).
- Contact hours per module to be approximately 4 hrs/wk by 2015, with additional tutoring and support offered out-of-class for weaker students.
- Compensation to be more commensurate with actual contribution / workload, better reflective of the local market.
- Bulk of salary is still towards common workload: academic engagement in the College as a full-time faculty member and all fundamental duties and responsibilities implied by that commitment.
- Establish baseline teaching workload as 2 module sections equivalent (instead of 3), at current salary levels also represents the vacation pay.
- Module teaching beyond 2 (e.g. 3 or 4) to be compensated with additional Workload Allowance (WLA) during teaching months; Expected workload to remain 3.
- Differentiation and additional compensation for teaching different modules, with Distinct Module Allowance (DMA) for each additional distinct module during teaching months.





## Changes under contemplation

- Mechanism to track teaching and out of class engagements (performance portal)
- Enhanced clarity on what is <u>required</u> and what is <u>expected</u> (within a given range)
  - Requirements e.g. Required attendance at scheduled classes and College/departmental meetings/committees within the academic calendar, student advising
  - Expectations e.g. participation in committees, student clubs, Wed lecture series (X%), professional development activities including teaching portfolios
- Long-term College focus on academic excellence in three pillars of teaching, research, and services with stable long-term faculty composition
- Part-time & Full-time distinction

#### **Timeline**

- Open feedback period over the Winter, e.g. on:
  - Relative contributions of Workload Allowance (total number of sections taught) and Distinct Module Allowance (teaching of distinct module subjects)?
  - Accounting for variations in student numbers in classes?
  - Formulation of stronger performance management systems?
- Salary revision to be finalized by Spring semester opening;
  Effective from 1 March 2015

## For Non-teaching Staff

- Review underway of salary, working hours and other work conditions
- Introduction of Performance Management System