

MEMORANDUM

TO: Wil Stanton
Acting Vice President for Academic Affairs

FROM: *Ad Hoc* Committee to Review Issues Affecting Department Chairs and School Directors

DATE: November 29, 2005

SUBJECT: Recommendations to Increase Compensation for Chairs and School Directors

The *ad hoc* committee to review issues affecting department chairs and school directors has met a number of times this fall. The committee includes the following members:

- Mary Atwell, Faculty Senator and former Chair, Department of Criminal Justice
- Debora Bays, Faculty Senator and Assistant Professor of Special Education
- Margaret Devaney, Chair, Department of Dance
- Marcella Griggs, Director, School of Nursing
- Steve Lerch, Associate Vice President for Academic Programs and former Chair, Department of Sociology and Anthropology
- Hilary Lips, Chair, Department of Psychology
- Ivan Liss, Dean, College of Arts and Sciences
- Paul Sale, Dean, College of Education and Human Development
- Edward Udd, Faculty Senator and Chair, Department of Recreation, Parks and Tourism

The committee makes the following nine recommendations regarding the monetary compensation earned by chairs and school directors:

1. Given the number of responsibilities assigned to chairs and directors and the relatively small amount of reassigned time most receive, the committee believes that all chairs and directors should receive increased annual compensation. Specifically, the committee recommends that no chair or director should receive annual compensation of less than \$6,000. We also recommend an annual compensation ceiling of \$12,000. (The current minimum and maximum are \$4,000 and \$8,000.)
2. The committee recommends that increases in compensation should be added to the academic year stipend. Current summer stipends should not be changed. (This is important in the event a department utilizes an acting chair during the summer months.)
3. The committee recommends that there be four levels of compensation, not three as is currently the case. Increasing the number of levels of compensation recognizes that there is substantial differentiation between departments and programs in their administrative complexity. The compensation for each level should be as follows:
 - Category 1 (least complex) \$6,000/year
 - Category 2 \$8,000/year
 - Category 3 \$10,000/year
 - Category 4 (most complex) \$12,000/year

4. The committee recommends that the following issues be used in determining the complexity of departments, and thus determining the compensation tier into which a particular department falls. (The issues are listed in no particular order.)
 - Number of majors
 - Number of graduate students
 - Credit hours generated – undergraduate and graduate
 - Number of distinct programs at the undergraduate and/or graduate level
 - Number of graduate concentrations
 - Number of regular faculty
 - Number of adjunct faculty
 - Need to do undergraduate internship and/or practicum placements and supervision
 - Need to do graduate internship and/or practicum placements and supervision
 - Need to meet accreditation requirements, produce major accreditation reports
 - Need to arrange or stage exhibits, performances, and other public displays of faculty and student talent
 - Degree of special effort required to recruit students
 - Number of off-campus courses or programs
 - Need for laboratories (including animal labs) for classes, research
 - Number of summer school courses/programs
 - Amount of research activity in the department (including grant proposals, equipment requests, summer research activities)
 - Need to coordinate with interdisciplinary or certificate programs
 - Amount of new program development activity
 - Presence/absence of “help”—an assistant chair, an associate dean, etc.—to assist with administrative duties
 - Number of staff, graduate teaching assistants, and grant-funded personnel
 - Number and size of budgets to be managed
 - Extraordinary ongoing tasks or complexities not otherwise covered above
5. Using these complexity issues, the committee recommends that each dean make an initial recommendation about the correct category for each department or school in his/her college. After this is done, the committee recommends that the Council of Deans discuss these preliminary assessments and make appropriate adjustments so that there is consistency across colleges. The Acting Vice President for Academic Affairs will then make the final determination of the department’s or school’s category and the chair’s or director’s compensation.
6. The committee recommends that chairs and directors who serve in the position for three or more years retain a portion of their administrative compensation as part of their base pay when they return to full-time teaching, provided that their performance as chair was satisfactory. We recommend that chairs and directors who have served effectively in those positions for:
 - three to six years retain 20 percent of their administrative compensation;
 - seven to nine years retain 30 percent of their administrative compensation;
 - ten to twelve years retain 40 percent of their administrative compensation; and
 - more than 12 years retain 50 percent of their administrative compensation.
7. The committee recommends that chairs and directors be encouraged to apply for Faculty Professional Development Leave following seven years of administrative service.

8. The committee recommends that compensation for chairs and directors be reviewed no less frequently than once every five years.
9. The committee recommends that it continue to meet during the spring semester to discuss (and eventually make additional recommendations about) issues affecting chairs and directors that are not necessarily related to compensation.

The committee sincerely appreciates your willingness to review issues affecting department chairs and school directors. We welcome the opportunity to discuss these recommendations with you.