FPC Recommendation for Chairs Compensation

Background

In Fall 2018, FPC began reviewing the long standing concerns around chairs compensation, duties, and elections raised by faculty and the Council of Department Chairs and Program Coordinators. In 2018-2019, Academic Senate continued to address these concerns through: Academic Senate Retreat, FPC, and the newly established Working Group on Chairs. To recommend best practices in these areas, FPC 2018-2019 reviewed the Council of Department Chairs and Program Coordinators Report on Chairs 2017-2018, which included proposed chairs compensation formulas at CSUDH, and Academic Affairs Policies from CSUDH and 9 other CSU campuses (CSUF, CSUB, CSU Humbolt, CSUEB, CSULB, CSUSB, CSULA, SJSU). The review of these documents form the basis of the recommendations below for CSUDH policies around chairs compensation, duties, and elections. Chairs in this document also refers to program coordinators. Currently, compensation, duties, and elections for program coordinators are in need of updating.

Chairs compensation

Chairs compensation remains one of the most single urgent task for Provost, Academic Senate, Chairs Council, and Working Group on Chairs.

CSUDH currently does not have established policies for chair compensation and has some of the lowest compensation to faculty for faculty Chairs compared to other CSU campuses. Part of the problem with our current compensation model is that it is not directly addressed in current policy, but also that the current policy, which outlines a fairly comprehensive list of duties, is not tied to compensation. We recommend that Academic Affairs establish an allocation formula for chairs to create a transparent process for Chairs compensation and to support Department Chairs and Program Coordinators. Below we outline some recommendations and considerations.

Recommendations/Findings

1. FPC reviewed proposed rubrics from 2017-2018 and we find that these rubrics are a good starting point for compensation, however they do not adequately compensate Chairs for their workload. The inadequate compensation rubrics (or formulas) at CSUDH are the result of Department Chair workloads that are not accurately acknowledged or compensated.

   o One notable example that addresses workload is from SJSU. Their policies discuss the differences between administrative and instructional work. This distinction applies to Chairs, but also Program Coordinators and faculty who are given time to accomplish administrative work. One recommendation from SJSU is that chairs be given the option of a 12AY appointment to compensate chairs for unpaid work (or pay Chairs for the unpaid work).
2. FPC recommends that any funding formula start with a baseline allotting faculty with at least 6 units of release time (current rubrics suggest starting point of 0) and allow for maximum release time to be 12 units (current rubrics only suggest 6 units of release time).
   - We found funding formulas for Humbolt State in our review of chair allocation formulas for reassigned time that included these in Academic Affairs Policies.
   - Humbolt policy includes the following dimensions in their formula: FTE Tenure Track and Headcount (HC) of Temporary Faculty, FTE Temp Faculty, Headcount of Majors, FTES, HC Staff, and FTE staff
     - Baseline support is then:

\[
\text{Composite Score} = 50[0.5*\text{FTEF TT} + 0.5(0.5*\text{HC Temp Faculty} + 0.5 \text{ FTEF Temp Faculty})] + 40[0.6* \text{ HC Majors} + 0.4*\text{FTES}] + 10[0.5*\text{HC Staff} + 0.5 \text{ FTE Staff}]
\]

<table>
<thead>
<tr>
<th>Composite Score range</th>
<th>Time Base</th>
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<tbody>
<tr>
<td>Less than 10</td>
<td>0.3 AY</td>
</tr>
<tr>
<td>10 - 19.99</td>
<td>0.4 AY</td>
</tr>
<tr>
<td>20 - 29.99</td>
<td>0.5 AY</td>
</tr>
<tr>
<td>30 - 39.99</td>
<td>0.625 AY</td>
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<tr>
<td>40 - 49.99</td>
<td>0.8 AY</td>
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<tr>
<td>50 - 59.99</td>
<td>1.0 AY</td>
</tr>
<tr>
<td>More than 60</td>
<td>1.0 12-month</td>
</tr>
</tbody>
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- SJSU has a Report of the Academic Senate Task Force on Department Chairs from 2004. They based their recommendations on compensation on work from CSU Sacramento. Appendix E outlines the compensation for Sacramento and Appendix F applies the Sacramento formula to SJSU departments.

3. FPC recommends that the Working Group on Chairs Compensation:
   - Provide data for current time allocation practices across all departments
     - Create a funding formula that better compensates Department Chairs for all of the workload that is expected of them.
     - Consider baseline for Chair release that begins with at least 6 units of release time and caps at 12 units of release time.
   - Provide data for current time allocation practices across all programs
     - Create a funding formula that better compensates Program Coordinators for all of the workload that is expected of them.
     - Consider baseline for Program Coordinators release that begins with at least 6 units of release time and caps at 12 units of release time.
   - Create a formula that attempts to eliminate any large inequities or disparities in compensation, or at least examines the basis for such inequities.
Create a formula that addresses the important realities of departments that shape workload, as an example, headcounts of majors and faculty might be more accurate number of department size or workload as FTE for majors often excludes students that are enrolled part-time.

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