Department Chair Appointment and Compensation Policy
DRAFT Proposal 2022-23

Background
In September 2021, a discussion in the Provost's Council of Chairs meeting was facilitated, reviewing issues that have been raised at the university related to clarity, transparency, equity, and continuity of Department Chair appointments across the academic colleges. In that discussion, several resources for the appointment and carrying out the duties of Department Chairs were shared, as posted on the Academic Personnel Services (APS) webpage, including documents such as:
- Department Chair Handbook
- Duties for Department Chairs Outside of Academic Year
- Responsibilities of Department Chairs
- Roles, Responsibilities, Resources, and Rewards for Department Chairs: A Report to the Academic Senate, California State University from the Task Force on Roles and Responsibilities of Chairs

Also referenced at that Council of Chairs meeting was CSU's EP&R 76-36 Faculty Workload: Policies and Procedures, as well as the Resolution on Department Chair Compensation Equity Policy (15-17/18-FAC and Policy) that was developed by the Faculty Affairs Committee and reviewed and approved by the University Senate in 2018, but not approved at that time by President Rossbacher.

As a result of the September 2021 Provost's Council of Chairs discussion and feedback provided by the Chairs, Provost Capps established and charged in October 2021 the Department Chair Appointment Task Force with development of a university policy that would help ensure two primary objectives:
- Department Chairs can be available 12 months a year (with opportunity for time away from work) for planning, advising, supporting students and faculty, implementing critical projects assigned by the provost's office and/or dean's office, and interacting with a variety of campus stakeholders as well as the community, along with other duties outlined in the Department Chair Handbook, the Duties for Department Chairs Outside of Academic Year, and the Responsibilities of Department Chairs.
- Chair compensation (assigned time and overall Chair-related salary) is equitable and fair, and that the criteria and/or metrics that guide the compensation level is transparent so that there is continuity within and across the colleges.

Critical work of the Task Force in 2021 included conducting listening sessions with each college Council of Chairs and distributing a survey among the Chairs in each of the colleges (and in College of Arts, Humanities, and Social Sciences - CAHSS, the Program Leads who had been part of CAHSS reorganization) to get a sense of perceptions regarding clarity on roles, responsibilities, and alignment between compensation and workload. Based on feedback from the colleges, the Task Force considered variables that contribute to Chair workload throughout the year (academic year and periods outside of the academic year such as summer, fall, winter, and spring breaks) and how they relate to workload, reviewed existing models, and conducted a preliminary statistical analysis to examine effect of variables.

As the work of the Task Force continued during 2022-23, the Task Force considered pros and cons of existing models, which, together with feedback from Department Chairs received by the Task Force, led to the development of a timebase allocation model for Department Chairs and guidelines for appointment of Chairs to compensate them for work that occurs outside of the regular academic year, acknowledging the time and effort of Chairs that occurs across the entire calendar year. The models

reviewed by the Task Force, as well as the model and guidelines proposed by the Task Force, are explained below.

The proposal has been reviewed by legal counsel at the Chancellor's Office to confirm that it is in alignment with the Unit 3 collective bargaining agreement.

WTU/Timebase Allocation Model

To inform the development and proposal of a model, multiple models were examined by the Task Force, including the "Senate model" from 2017, the "CAHSS model" (a modified version of the Senate model), and the "Stanislaus State" model. These three models are described below, as well as a new model that combines parts of the Senate and CAHSS models – the model that the Task Force recommends for use at Cal Poly Humboldt.

The Stanislaus State model is what the Task Force calls an "absolute" model in that WTUs are allotted to a given Chair depending on a number of departmental metrics: FTEF, FTES, HC Majors, etc. The limitation of this model is it only allows for a maximum of 30 WTUs and does not predict a 10- vs. 12-month Chair position. It also has a limited number of categories for which assigned time could be granted, which does not fully capture workload.

The Senate model from 2017 is what the Task Force calls a "Scaled" model, in that it also uses a number of departmental metrics, but these metrics are scaled by the *value of the largest department*. Each metric (or group of metrics) thereby generates a scaled score, and the scaled score of all metrics are summed to give a composite score for each department. These composite scores are then compared to a table of binned composite scores vs. assigned time (for example, see Table 2) to generate the model's minimum assigned time for a given department. The greatest limitation of this model is that the largest department of any given metric has a maximum value of 1.0. Thus, if a very large department were to grow, thereby increasing the workload for the chair, that Chair's assigned time could never increase. Likewise, if a large department grows, the model would predict decreasing compensation for departments that did not. A strength of this model is that by quantifying workload and adjusting the assigned time table, it identifies when workload is excessive enough to warrant a Vice-Chair who could do some of that work.

The CAHSS model is also a scaled model, but unlike the Senate model that uses the largest department's values to scale a given metric's score, it uses the *average values* from CAHSS for each metric to scale the scores. This model ensures that a large outlier department does not overly skew the composite scores for the other departments. It too generates a set of summed scaled scores to give a composite score per department, which is then compared to a table of binned composite scores vs. assigned time to determine the model's assigned time for a given department. As a scaled model, this model is also limited by the issue of stagnant assigned time when programs grow. It also uses metrics that are difficult for the Task Force to quantify (curriculum complexity, interdisciplinary programing, etc.), which resulted in the Task Force not applying the model beyond CAHSS.

To try to capture the strengths of each of these models, the Task Force created an "Absolute-scaled model" based on the Senate model metrics, but using the CAHSS scaling to generate averages across all programs. These average values were then rounded to nominal values to create metric norms. Each department will use the appropriate norm to scale each of their metric values, allowing us to calculate their composite score. Unlike the CAHSS or Senate models where the scaling factors could change with

time, these norm values will hold constant as the university moves forward. As they are based on 3-year averages, while the university passes through its enrollment nadir, the normed values below should allow accounting for the increase in workload as programs grow.

Table 1. Metric Norms Based on University-Wide Department Averages for Academic Years 2019-2022

Metric	TT FTEF	Temp HC	Temp FTEF	HC Majors	FTES	HC Staff	FTE Staff
Norm	6	8	3.5	150	150	2	1.5

To calculate a given department's composite score, this model separates the Chair's workload into three overall categories: Faculty, Students, and Staff. Faculty comprise 50% of workload, Students comprise 40%, and staff comprise 10%. Though this seems reductionist, it is estimated that the vast majority of faculty time is dedicated to issues associated with those three categories. A simplistic model might look something like:

$$Composite\ Score\ =\ 50\%(Number\ of\ Faculty)\ +\ 40\%\ (Number\ of\ Students)$$

$$+\ 10\%(Number\ of\ Staff)$$

The issue with such a simplistic equation is that the numbers of faculty, students, and staff are of different orders of magnitude, which makes the scaling of each term different. To ensure that each category is weighted appropriately and to specify what is meant by faculty, students, and staff, each of these broad categories is further broken down into familiar metrics, like those in the table above. Each metric in a given category is weighted by a given percentage and divided by its normed value. By normalizing each metric, it helps ensure that a given category contributes the appropriate amount to the composite score. When using the 3-year average data provided from Institutional Research, Analytics, and Reporting (IRAR), the programs range in composite score values from 0.19 (Religious Studies) to 3.54 (Biological Sciences).

$$Composite\ Score$$

$$=\ 50\%\left[60\%\left(\frac{TT\ FTEF}{N_{TTFTEF}}\right)+40\%\left(50\%\frac{Temp\ HC}{N_{HCT}}+50\%\frac{Temp\ FTEF}{N_{TFTEF}}\right)\right]$$

$$+40\%\left[50\%\left(\frac{HC\ Majors}{N_{HCM}}\right)+50\%\left(\frac{FTES}{N_{FTES}}\right)\right]$$

$$+10\%\left[50\%\left(\frac{HC\ Staff}{N_{HCStaff}}\right)+50\%\left(\frac{FTE\ Staff}{N_{FTEStaff}}\right)\right]$$

However, these scores are meaningless without a table of composite scores vs. assigned time. Similarly to the exercise in 2017, the tabled assigned times were created to roughly match the assigned time that is currently provided to Chairs. Note that there are limitations to the data when a college reorganizes

and the institutional coding and data do not yet align with the new organizational structure, thus posing challenges to accurately matching to the assigned time allocated to some Chairs. Fortunately, by using normed scaling factors, small changes in a department's metrics are unlikely to change the predicted assigned time. Significant discrepancies should be noted and addressed through collaboration with IRAR, APS, the Dean and the Chair.

Table 2. Chair's Assigned Time vs. Composite Scores.

Comp Score	Model AT (FTE)	AT in WTU/ Semester
< 0.4	0.3 FTE	4.5
0.4 - 0.79	0.4 FTE	6
0.8 - 1.19	0.5 FTE	7.5
1.2 - 1.59	0.67 FTE	10
1.6 - 1.99	0.8 FTE	12
2.0 - 2.99	1.0 FTE	15
3.0 - 3.99	1.3 FTE	19.5
4.0 - 4.99	1.4 FTE	21
5.0 - 5.99	1.5 FTE	22.5

As a check, when the "Normed Department" values are used to calculate the composite score, a value of 1.0 is derived. Comparing a Normed Department's composite score to the assigned time table results in a 0.5 FTE Chair assignment. This corresponds to a 7.5 WTU release from direct instructional (teaching) duties per semester. A half-time Chair release for this theoretical department seems reasonable. Though no department in the model had a composite score of exactly one, several departments had scores close to 1, including Music and Environmental Resources Engineering (see Figure 1). Though neither of these Chair's currently have an assigned time of 0.5 FTE (for various reasons), this value is close to their historic assigned time prior to the reorganization of CAHSS and Cal Poly implementation.

Lastly, because a simple assigned time model cannot capture the complexity and variability of Chair duties in different departments, it is critical that the assigned time generated in this model be considered the minimum possible assigned time for a department. Any additional workload and/or complexity of workload not captured in the model may be discussed between the Chair and Dean, and additional compensation above this minimum may be assigned in acknowledgement of the additional workload, as appropriate.

Figure 1. Composite Scores for Each Department Using D-Codes Prior to Reorganization
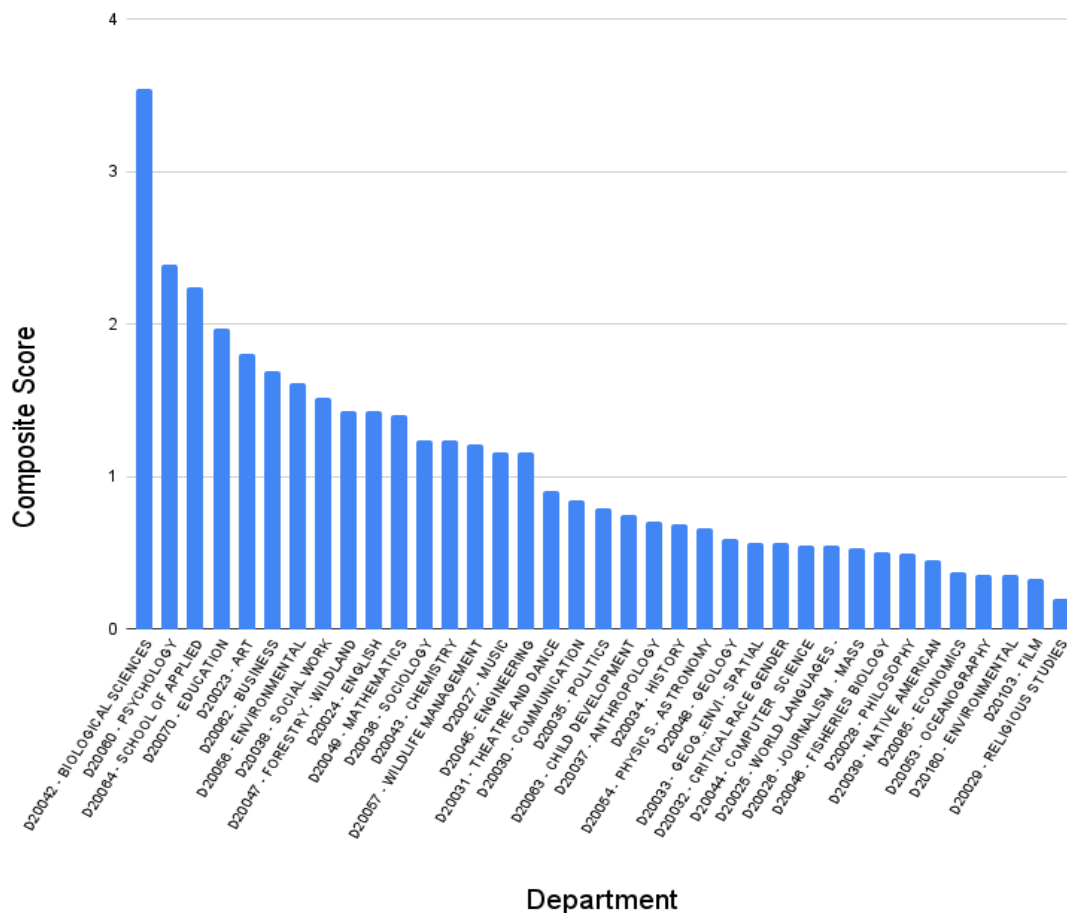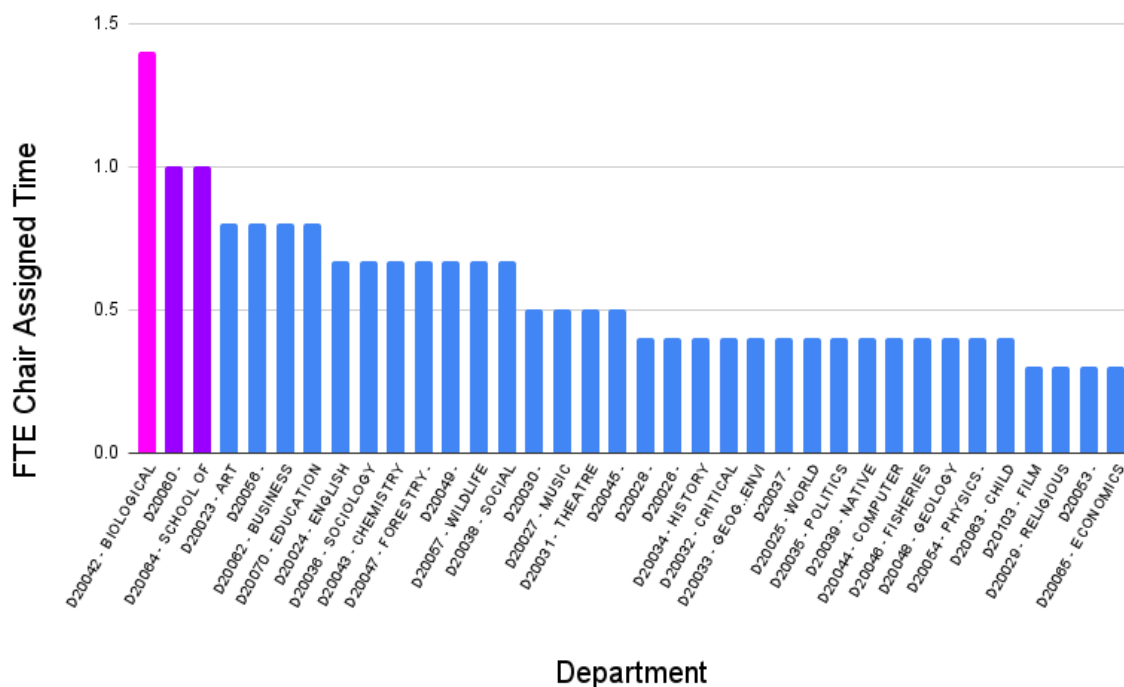

Figure 2. Department Chair FTE Assigned Time Predicted by this Model. Purple indicates workload warrants a full-time Chair appointment, pink indicates a full-time Chair plus an additional Vice-Chair with 0.4 FTE release.

Instructions for How to Run/Apply the Model and Interpret Output

To run the model to determine a given Department Chair's assigned time, one must identify their metrics from the Absolute-Scaled Model Assigned Time Spreadsheet. If a department wishes to know where these 3-year average values for each of their metrics came from, they may look at the Dept Chair Model 2022 Data spreadsheet provided to the Task Force by IRAR. Each metric is then scaled by its normed value pulled from Table 1 above and then finally multiplied by the weighting factor for each metric. Each of the weighted components of faculty workload are then summed to generate a *composite score*. The composite score is then compared to the binned assigned time values on Table 2 to determine the minimum assigned time for that department's Chair service. Note, units of assigned time should be applied to direct instructional units, not to indirect instructional units (colloquially known as *collateral duties*). The exception to this rule is for a 1.0 FTE Department Chair. In this case, the Chair assigned time includes all faculty units and it is up to the Chair, the department, and their Dean to find ways to reduce any workload associated with indirect instructional activity, such as student advisement, curriculum development and improvements, and committee assignments that are not included in the Chair assignment (resources that can serve to guide these discussions in the case of 1.0 FTE Chairs include, and are posted on the APS website, the Department Chair Handbook, Duties for Department Chairs Outside of Academic Year, Responsibilities of Department Chairs, as well as CSU's EP&R 76-36 Faculty Workload: Policies and Procedures).

To illustrate this model, the Department of Chemistry is used as an example. In Table 3, Chemistry's metrics with the Norms from Table 1 are included. The Department of Chemistry is higher than the norm in some categories and lower in others.

Table 3. Using the Department of Chemistry as an example.

Metric	TT FTEF	Temp HC	Temp FTEF	HC Majors	FTES	HC Staff	FTE Staff
Chemistry	9.2	7	5.3	98	218	2	2
Norm	6	8	3.5	150	150	2	1.5

To calculate the composite scores, insert the appropriate departmental and norm value into each entry of the model equation:

$$Composite\ Score\ =\ 50\% \left[60\% \left(\frac{9.2}{6}\right) + 40\% \left(50\% \left(\frac{7}{8}\right) + 50\% \left(\frac{5.3}{3.5}\right) \right) \right]$$

$$+40\% \left[50\% \left(\frac{98}{150}\right) + 50\% \left(\frac{218}{150}\right) \right]$$

$$+10\% \left[50\% \left(\frac{2}{2}\right) + 50\% \left(\frac{2}{1.5}\right) \right]$$

$$= 1.24$$

Comparing Chemistry's Composite Score of 1.24 to Table 2, the model-predicted workload for the Chair of Chemistry would be 0.67 FTE (or 10 WTUs per semester). This assigned time replaces direct instructional units, and should not replace indirect instructional units (i.e., *collateral duties*). Finally, the assigned time generated by this formula is meant to establish a floor, not a ceiling. Should the Chemistry department have any additional complexity (such as a graduate program, extensive accreditation, additional management of facilities or properties, etc.), the Chair and Dean may discuss additional compensation above this minimum as appropriate.

Guidelines for Determination for Academic Year (AY) or 12--Month Chair Appointment

In alignment with growth plans of the university and a desire to increase campus presence during outside-academic year (OAY) days, a Department Chair may opt to have a 12-month appointment at their Chair timebase fraction, within the following guidelines:

- A 12-month Chair appointment is a voluntary, opt-in appointment for Department Chairs made in consultation with their Dean.
- Chairs who commit to a 2-year continuous Department Chair position are eligible to opt into the 12-month position.
- 12-month Chair assignments must commence on August 1st and terminate on July 31st in a subsequent year (ensures consistent monthly pay).
- If Chairs prefer to have flexible appointments for outside-AY days throughout the year (e.g., summer, fall break, winter break, spring break) so that they may allocate, in collaboration with and approval by the Dean, part or all of the designated Department Chair WTUs and duties to other faculty during outside-AY days, they are not eligible for a 12-month appointment.
- The 12-month Department Chair position is at the timebase fraction (TBF) for the Department Chair workload.
- If Chairs choose not to opt into the 12-month position, they will be given an outside-AY (OAY) appointment, in addition to their AY Department Chair appointment, equal to: *timebase fraction x 4.5 x WTU Chair salary rate*.
- All Department Chairs serve at the pleasure of the President, regardless of appointment type.

Comparison of Academic Year and 12-Month Chair Positions:

Academic Year Plus Outside-AY Appointment	12-Month Appointment
Flexibility to allocate Chair workload during outside AY time	Chair is responsible for Chair workload year-round
OAY appointment pay is not included in base salary for pension calculations	12 months of the Chair appointment salary are included for pension calculations (increases highest average salary calculation)
OAY appointment is 15% additional Chair appointment salary	Monthly salary is higher than AY Chair position salary because Chair pay is not banked for summer
No vacation time accumulated	16.00 hours x TBF vacation hours are accumulated monthly

Examples of Academic Year Chair appointment plus Outside AY appointment and 12-month appointment salaries at 0.6 and 1.0 timebase fractions (TBF), $80 Chair stipend:

All examples use an instructional salary of $8,000 per month	AY + OAY appointments 0.6 Chair TBF	12-month appointment 0.6 Chair TBF	AY + OAY appointments 1.0 Chair TBF	12-month appointment 1.0 TBF
Monthly total salary	$8,416	$9,048	$8,640	$9694
Per WTU Chair salary	$3,456	N/A	$3,456	N/A
Outside AY appointment salary 4.5 WTU x TBF x per WTU rate	$9,388 *paid 8/15*	N/A	$15,552 *paid 8/15*	N/A
Annual salary for pension calculations	$100,992	$108,576	$103,680	$116,328
Total annual salary	$110,378	$108,576	$119,232	$116,328
Vacation time per year	N/A	*115 hours	N/A	192 hours*
Cost per 8.0 h of vacation				
*Vacation hours can be utilized in 8 hour increments or cashed out at the termination of the 12-month appointment. Vacation credits are cumulative to a maximum of three hundred and twenty (320) working hours for ten (10) or less years of qualifying service or four hundred and forty (440) working hours for more than ten (10) years of such service.				

Points of Emphasis and Clarification
There are some points of emphasis and clarification worth highlighting.
- The WTU allocation the model yields when applied should be considered the minimum Chair timebase allocation, and when there are changes in complexities or volume of workload that are not captured in the model (e.g., accreditation reports and visit preparation, additional responsibilities related to facilities, or other special circumstances), the Chair and Dean may discuss additional compensation above this minimum as appropriate.
- When a Department Chair WTU allocation yielded from the model is greater than 1.0 FTE, the department, in consultation with the Dean, may determine whether the additional Chair role is a Co-Chair (with equivalent organizational-level authority) or a Vice-Chair (with organizational-level authority underneath the Department Chair), and how the WTUs and corresponding responsibilities are allocated across the two positions.
- The focus of this proposed model is the metrics and formula that drive the model - not the specific data that are utilized to illustrate how the model is applied for any given department. It is possible for reorganization to alter which programs are captured in the metrics of a given department, and it is possible that the university's coding of departments and corresponding data and organizational reality being implemented within a college might not match at a given

point in time. When that is the case, it would be important to ensure that the organizational structure in practice is reflected in the data that is entered/used when applying the model.
- The role and responsibilities of a Department Chair at Cal Poly Humboldt are articulated in three key documents posted on the APS webpage: Responsibilities of Department Chairs; Duties for Department Chairs Outside of Academic Year; and the Department Chair Handbook. Within each college, the Dean, Chair, and Program Lead (when applicable, as not all programs have a Lead; also note that the term Program Lead may be interchangeable with Program Director or Program Coordinator, or other titles as conventional to the field, guided by accreditation bodies, or as informed by other guiding factors) of academic programs within an academic department should work together to ensure that roles and responsibilities between a Department Chair and a Program Lead are appropriate to each position. While there are duties that can be shared between Department Chairs and Program Leads, they are distinct roles, and Program Leads do not have primary responsibility for the work of a Department Chair. Certainly two-way consultation, advisement, and serving as thought partners on issues and tasks is expected, but ultimately, responsibility for the duties articulated in the key Department Chair documents listed above sit with the Department Chair. It should be noted that a Department Chair is the faculty member leading an academic department, whereas a Program Lead (or Program Director/Coordinator) is a faculty member leading an academic program that organizationally resides within an academic department. Note that while ordinarily academic programs reside within the college and department organizational structure, sometimes unique circumstances, such as with an interdisciplinary program, are best served by organizationally placing the academic program outside of an academic college, whereby the Program Lead/Director/Coordinator is leading an academic program that organizationally resides, for example, within the Office of Academic Programs, which is led by the Associate Vice President for Academic Programs & Dean of Graduate and Undergraduate Studies. It is possible that an academic department may have several academic programs residing within it, and the Department Chair appointment should clearly reflect the leadership of a single department with multiple academic programs residing within it. The university's recognized organizational structure related to academic colleges in the Division of Academic Affairs is as follows:
    - Level 1: College – a Major Business Unit (MBU) within the Division of Academic Affairs; led by a Dean
    - Level 2: Department – the largest organizational level within the MBU; led by a Department Chair
    - Level 3: Academic Program – the largest organizational level within the Department; led by a Program Lead/Director/Coordinator. It is critical to note that this is not an officially coded organizational level by the university or the CSU system. Therefore, this "Academic Program" level is an informal level that requires manual data sorting in order to separate metrics by academic program.
- It is important to note that a "12-month Chair appointment" is not necessarily synonymous with a full-time year-round Chair. A 12-month Chair appointment is a year-round appointment at the designated chair timebase fraction. For example, if the Chair timebase fraction generated by the model is 0.40 timebase, then the Chair would be working at a 0.40 timebase during periods outside of the academic year, when they are not performing other faculty duties. However, if the Chair timebase generated by the model is 1.00 timebase, then the Chair would be working full-time during periods outside of the academic year.
- The model in this proposal applies to stateside programs only, and generates timebase allocation based only on the stateside program metrics within a department. Self-support programs academically reside in the academic college and department, but are administered

through Extended Education. Chairs of departments that have self-support programs receive compensation separate from and in addition to their stateside timebase allocation, negotiated separately through agreements between the academic college and the College of Extended Education and Global Engagement (CEEGE).
- [Insert language addressing Librarian and Counseling Department Chairs.]

Process for Providing Feedback or Seeking Clarification

The Task Force wants to be sure that feedback, questions, and corrections for accuracy are addressed throughout the process of review and approval of this policy. In addition to providing feedback/seeking clarification through shared governance structures and venues such as Council of Chairs meetings, Faculty Affairs Committee meetings, and University Senate meetings where this proposal is formally being reviewed and discussed, the Task Force invites interested colleagues to join a Task Force meeting to share feedback or ask questions. The Task Force meets most Fridays, 12:00 - 1:00 p.m. via Zoom, and will continue to do so through the proposal review and approval process. To request a link for participation, please contact any of the Task Force members:

Shawna Young, Chair - Dean Representative
Monty Mola, Member - University Senate Chair
Tim Miller, Member - Faculty Affairs Committee Chair
Jamie Jensen, Member - CPS Chair Representative
Rosemary Sherriff, Member - CAHSS Chair Representative
Erik Jules, Member - CNRS Chair Representative
Anthony Silvaggio, Member - CFA Representative
Kenna Kay Hyatt, Member - Department Coordinator Representative
Kimberly White, Member - Associate Vice President for Faculty Affairs

If attendance at one of the Task Force meetings is not feasible, please contact one of the members to share feedback and/or ask questions.