

Academic Procedures and Regulations: Academic Department Heads Compensation
March 15, 2012
Winston-Salem State University
Office of the Provost

Background. The compensation model for department heads as described herein is intended to establish a competitive system consistent with national trends for regional institutions like Winston-Salem State University. Further, the model is intended to foster transition in the department heads role as both an instructional leader and fiscal manager in line with recent faculty senate regulation.

A 2011 AASCU survey of member institutions showed that the most typical model linked total compensation to the academic base salary. Although many variations existed, most models added course release time, a summer component and a stipend to the base salary. One of the most generous models in the survey was the following: Total compensation = 12/9s of the base salary + a stipend linked to size and complexity of department. The WSSU model compensates department heads at a twelve month salary, an additional three months salary based on the academic discipline and faculty rank. This 12 month salary model has only been in place across the entire campus for less than 15 years.

Internal and External Department Head Salaries. WSSU may hire department heads from within the faculty ranks or from the outside. The procedures as outlined in the regulation of the position of department chair as approved by the WSSU faculty March 17, 2011 (Appendix C) shall be used for chairperson appointments. Salaries will need to reflect competitive and equity standards both within and outside of the university. The dean will evaluate the calculated value and adjust the salary against internal salaries of other department heads in like disciplines and external disciplinary salaries as reflected by national data sources such as CUPA. Once the dean receives approval of the salary range from the provost, the dean may negotiate a salary with the candidate. When the salary figure is settled upon, it will become the individual's administrative base salary (not to be confused with a 9 month base faculty salary) and will not be disaggregated.

Appointments. The duration of department head appointments may be for either 10 or 12 months depending upon the program length and demonstrated needs of the department as negotiated between the department head and the dean. Final approval comes from the provost. In addition to administrative duties (see Appendix A), department heads will teach and engage in scholarship. Although deans may adjust teaching depending upon the weight of administrative duties, the teaching load will be up to 12 semester hours annually for 12-month appointees spread across fall, spring and summer. The typical load will be 1-2 courses per semester for 10-month appointments. They will also be granted a stipend as described in the paragraph below. Ten-month appointments DO NOT relieve department heads from contact with the university for two months of the year. Rather, the 10th month is compensation to pay for services throughout the summer, but the contact is episodic. Department heads continue to be expected to participate in orientation, special meetings called by the dean, manage departmental issues and advise students when faculty are not available. Appointments will also include a conversion factor to calculate salary should the appointee return to the faculty. See the paragraph below: "Conversion Factor".

Stipends. Stipends will reflect increased responsibilities for department heads whose summer semester continues to require levels of work similar (or greater) to the academic year. Department heads shall receive an annual administrative stipend ranging from \$2,000 to \$4,000 in increments of

\$500. The size of the stipend will be determined by the dean and approved by the provost and will be based upon guidelines approved by deans council:

Total Compensation. Once a total dollar figure is determined for the department head salary, it is treated as a single salary and will not be disaggregated for annual salary increases.

Conversion Factor. All academic administrator's appointments will include a conversion factor that will be used to calculate a faculty 9-month salary should the appointee return to the faculty. This value is the faculty nine month salary at the time of appointment divided by the administrative base salary. Example: Faculty Salary = 75,000 and Administrative Salary = 100,000. Conversion Factor = .75. Factors typically ranges from .65 to .80, but the actual factor is a function of the relationship between the size of the academic year base salary and stipend.

Merit Pay. Department heads shall be eligible for merit pay. The percentage of merit applied to their total salary shall be based upon both their administrative and faculty (AFE) evaluation weighted by their proportional assignments in each area. The administrative evaluation will be approved by the deans council and will be consistent with university practice.

Administrative/Teaching Assignment. Deans will assign department heads no less than .50 and no more than .75 assigned administrative time annually. They will teach up to 15 semester credit hours per contract year with 3 to 6 credits assigned during the summer. Variations from this assignment due to special circumstances (e.g. preparing for accreditation) must be approved by the provost. Department heads are ineligible to teach overloads funded through the general fund (resident credit or distance).

Returning to the Faculty. When department heads returns to a faculty position, their salary will be converted to a 9-month base by a conversion factor that is determined at time of hire and entered into the appointment letter. The factor is the percentage required to reduce the administrative salary to the original 9-month base. The dean will evaluate the new base against other faculty salaries within the department considering rank and experience as well as long-term contribution to the department's success. The base may be adjusted upward or downward by the dean, but will not be lower than the original base salary at time of hire as adjusted by the cumulative average salary increase while department head. If the original appointment did not include a conversion factor, the default value will be .75. The dean will submit the new academic year base salary with an accompanying justification to the provost for approval. Department heads are ineligible for leave to prepare for the return to the classroom because most have maintained a teaching responsibility during their appointment.

Transition Period. Current chairs whose contract is for a similar period shall receive a reduction in compensation as a result of implementing these procedures. The stipend model will be implemented in the next academic year. Stipends shall be frozen at the current level unless the dean recommends a greater value.