Title: Department Definition and Department Chair Compensation Policy

Policy Effective Date: July 6, 2006

Approved:

Richard Carpenter
CCSN President

July 6, 2006

Faculty Senate Recommendation

Recommended

Not Recommended*

Faculty Senate Recommendation Unnecessary

(unless not recommended, reasons are set forth in a separate attached memo)

Darron Divine
Faculty Senate Chair

June 30, 2006

Date
Department Definition and Chair Compensation Policy

First Amendment:

The formula used to calculate Chair stipends, and release times, as well as an example of the formula’s application, needs to be placed in the policy.

Second Amendment

a. Text of policy as it now reads:

The formula will be reviewed annually and modified, as needed, during Spring semester to facilitate division and departmental planning.

b. Proposed text change / addition / deletion:

Add new sentence after “planning”: “Any modification to the formula will be approved by Faculty Senate prior to its implementation.”

c. Final proposed text:

The formula will be reviewed annually and modified, as needed, during Spring semester to facilitate division and departmental planning. Any modification to the formula must be approved by Faculty Senate prior to its implementation.

Third Amendment

a. Text of policy as it now reads:

If an existing department fails to meet the above thresholds, it is placed on probation, the chair, dean and VPAA will develop a “Recovery Plan” when the department is notified of its probationary status. The Recovery Plan will include specific, measurable criteria, including those defining a department that must be met before the department is removed from probation. Probation will be a minimum of one year. Departments not meeting the criteria will be merged or discontinued.

b. Proposed text change / addition / deletion:

Delete existing text and replace with proposed text as presented in “c.”
c. Final proposed text:

If an existing department fails to meet the above thresholds over two consecutive semesters, it is assigned probationary status. Upon such notification, the Chair, Dean, and VPAA will be given one semester to develop a "Growth Plan." The "Growth Plan" will include an analysis and evaluation of the causes for the probationary department's failure to meet the quantitative criteria for defining a department and will recommend actions for the department to take to achieve the required criteria so that it can be restored to full standing from probationary status. Upon approval of the "Growth Plan" by the Chair, the Dean, and the VPAA, the department will remain on probation for a minimum of one year. Should a department fail to meet the required thresholds after its one-year probationary period, the Chair, Dean, and VPAA will then address the question of whether the department should be merged with another academic unit. In order to minimize disruption for both students and faculty, decisions regarding mergers should be the result of close and continuous discussions between the departments involved, the Dean(s) and the VPAA. Termination of a department shall take place only after all other possibilities have been considered and all other remedies exhausted.
Department Definition and Chair Compensation

Community College of Southern Nevada

March 30, 2006

Note: Italics is policy. Regular font is explanatory or example.
Part 1: Policy Statement
On Department Criteria

The chair of the department shall be the responsible administrator for the planning, maintenance, supervision and fiscal operation of his/her academic unit. He/she shall be directly responsible to the dean of the college/director of the program. The chair is elected by the faculty of the department; the President makes the final appointment for a three-year, renewable term. Chairs will receive compensation for fulfilling their duties.

An academic department is a unit with one or more distinct disciplines in which certificates and/or degrees are awarded. A data set for determining and defining a department will be the following three criteria:

- Annualized Number of Sections: 100
- Annualized Duplicated Headcount Enrollment: 1850
- Annualize Student FTE Generated: 250

The data represent a threshold that departments must meet. As a management tool, the data provide one component of defining the scope of an academic unit.

The departmental level will be reviewed utilizing the actual enrollment for the fall and spring semester each academic year. (Please note, for initial calculation the census date for enrollment of March 15th will be utilized and updated upon completion of final enrollment numbers.) This calculation will be utilized to identify stipends and to allocate release time for departments and divisions.

Upon recommendation of the faculty, department chair and dean, disciplines within departments that meet these criteria may be considered for creation of a separate department if: 1) there is a consistent pattern of meeting the criteria while not adversely affecting the existing department, 2) the fiscal capacity of the College can support creating a new department (determination of resources to be assigned to a department including support staff must be identified in advance), and 3) the President approves a recommended organizational change.

If an existing department fails to meet the above thresholds, it is placed on probation. The chair, dean and VPAA will develop a "Recovery Plan" when the department is notified of its probationary status. The Recovery Plan will include specific, measurable criteria, including those defining a department that must be met before the department is removed from probation. Probation will be a minimum of one year. Departments not meeting the criteria will be merged or discontinued.

Policy Application

Under this recommendation, the one department not currently meeting the quantitative criteria for a department is art and art history. It is...
recommended that probation during the 2006-07 academic year be used to strengthen the unit.

Fall 2005 and Spring 2006 data were reviewed using the above criteria. Accordingly, the following departments are recognized within their current divisions for 2006-07:

- Accounting, Finance and Office Administration
- Applied Technology
- Art and Art History (probation)
- Biological Sciences
- Business Administration
- Communication
- Computing and Engineering Technology
- Dental Sciences, Diagnostic Evaluation & Rehabilitation
- Education
- English
- Health Related Professions
- Human Behavior
- International Languages
- Mathematics
- Media Technologies
- Performing Arts
- Philosophical and Regional Studies
- Physical Sciences
- Public Safety and Human Services
- Resorts and Gaming

### Part 2: Chair Compensation: Background

During Fall Semester 2005, two options for department chair compensation, including definitions of a department, were presented to the Faculty Senate for discussion. The intent of the options proposed was to recognize the different level of support necessary to administer departments particularly those that are larger in size.

The Faculty Senate’s Faculty Welfare Committee (FSWC) received the proposal and held discussions on the issues. In March 2006, a series of recommendations emerged and are reflected below.

### Chair Compensation Policy

There are three components for chair compensation: the stipend, release time, and performance aspect. Department chairs will have a "B" contract. Release time and stipends will be computed by formula with drivers that include combined size and complexity, and added consideration for performance. Release time will have three tiers: 6, 9, and 12, instructional units. Stipends may be indexed or capped contingent on the College's fiscal ability. The formula will be reviewed annually and
Chair Compensation Policy Application

Part 3: Program Directors and Lead Faculty (Information Only)

modified, as needed, during Spring semester to facilitate division and departmental planning.

Attached are spreadsheets that apply the policy. It is important to note that the FY 2005-06 preliminary enrollment base was used. The spreadsheets will need to be updated to reflect final enrollment statistics, but the principles described in the proposed policy would apply.

In addition to the department chair compensation package, departmental support may include assistant chair, program director, and/or lead faculty. Through the application of a formula model, release time units are determined and assigned to the academic divisions. Additional factors and components include:

- Number of program directors assigned within the department.
- Number of lead faculty assigned within the department.
- Additional factors are applied based on the model derived for department chair.

**Release time for Program Directors**

Concurrent, with discussion on chair compensation, two specialized accreditation evaluations cited CCSN for providing insufficient time for program directors to meet their curriculum and oversight responsibilities. As a result, a broader view of release time has been addressed and it includes the allocation of release time at the departmental/division level.

All release time IUs for a division’s departments (chair, assistant chair program director, lead faculty) will be allocated to the dean. The dean will be responsible to ensure that preparations for workload contracts are submitted in a timely manner and are administered in accordance within established parameters. On an annual basis release time allocations will be submitted to the VPAA for concurrence in advance of the start of the academic year. Release time will be incorporated into the faculty workload agreement.

Under no circumstances will release time to program directors and lead faculty be allocated in excess of 7.5 IUs per semester or 50% of the faculty workload.
DEPARTMENT CHAIR COMPENSATION MODEL

"Negotiated" Stipends effective FY 2006-07

Department Stipends:

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<th>Department</th>
<th>FY 2005-06</th>
<th>FY 2006-07</th>
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<td>Applied Technologies</td>
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Release Time/Contract Type

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**DC Compensation Spreadsheet.xls**

**6/29/2006**
MEMORANDUM

TO: All Department Deans and Chairs
FROM: Richard Carpenter
       President
RE: Interim Department Chair Restructuring
DATE: July 21, 2005

I appreciate the extensive input regarding changes to the department chair model. There were many insightful comments and concerns demonstrated in the positive dialog with the individual units involved. Please be assured that as this is an interim policy, this dialog will continue throughout the next year. Also, be assured that I am committed to excellence through positive evaluation and open and frank discussion.

Consistent with our considerable discussion and based on input from a variety of sources, I am now moving forward on a number of the proposed changes. If at some point, it is determined that further changes need to be made to improve the model, then further dialog and evaluation will most certainly occur. Since these changes come under the Vice-President of Academic Affairs and Vice-President for Student Services, Dr. Mike Richards and Dr. Art Byrd will be responsible for coordinating, implementing, and discussing the changes with the affected departments.

Changes from Department Chairs:

The Administrator charged with the direction of Academic Counseling will be the Director of Counseling Services (this will be an internal interim appointment); the interim director will serve for one year. Selection of future directors will follow the procedures outlined below.

The Administrator for the Library will be the Director of Library Services (this will be an internal interim appointment); the interim director will serve for one year. Selection of future directors will follow the procedures outlined below.

The Administrator of the Nursing Program will be the Director of Nursing (this is a national search for a permanent appointment);
These are areas with academic faculty that require full time administrators due to the ongoing constant time demands and special nature of the academic support and instruction they deliver.

The selection of the internal interim and permanent Directors will initially be proposed by the Vice-President for Academic Affairs or the Vice-President for Student Services. The Vice-President will nominate one or more qualified individuals for each position from within each area or conduct a national search. The President will select one of the individuals and forward the name for review and comment by the entire staff of that area. Comments will be guided by the performance metrics for these positions.

**Departmental Mergers:**

The Departments of Dental Science and Diagnostic/Rehabilitation will be merged into a Department of Dental Science, Diagnostic Evaluation and Rehabilitation Services. The chair will be Joe Cracraft who was elected from the larger department. Joe will serve as interim department chair of the merged department for one year, after which time a normal election process will be conducted to elect a chair for a usual three-year term.

The Departments of Engineering Technology and Computer Information Technology will be merged into Engineering and Computing Technology Department. The Chair will be Randy Harwood who was elected from the larger department. Randy will serve as interim department chair of the merged department for one year, after which time a normal election process will be conducted to elect a chair for a usual three-year term.

Based on input from the Dean and multiple faculty members, the Departments of Transportation/Safety and Design/Construction will not be merged as once proposed. Rather than creating a department structure for Applied Technology, a discipline-oriented division will be directed by the Dean. This is subject to further evaluation and faculty input.

**Additional Concerns from faculty comments:**

**Election of Chairs**

The election process will continue, in its current format, for Department Chairs in all Instructional Academic Departments with Department Chairs. However, prior to future elections, all full time faculty members in a given department will be provided with a copy of the department chair job description and performance metrics for review.

**Equity in Compensation**

Directors of Nursing, Library and Counseling are fulltime administrators and their compensation will be determined administratively.

Department Chairs are faculty with release time for administrative duties. Their compensation and release time is proposed to be restructured into a simplified, tiered system. The VPAA in consultation with the faculty senate will propose a detailed tiering structure. The VPAA will determine which tier a given department chair is assigned. If a
department chair disagrees with the tier assignment it will be subject to review and reconsideration by the VPAA and the President.

How the changes will affect the Tenure Process

This is governed by the Board of Regents Handbook title 5, chapter 1 section 3.2. The peer review committee of three tenured faculty members, the department chair, dean and vice-president all make recommendations to the President regarding whether to tenure an individual. If the candidate is not a member of a department, the person elected to represent the candidate in the council of Chairs performs the role of department chair.

Will there be continued representation in the Faculty Senate

Yes, Board of Regents Handbook Title 5, Chapter 1 section 1.4.1. Academic divisions and academic faculty who are not assigned to a division are authorized representation in the faculty senate.

Assigned Duties

The job descriptions and assigned duties of Department Chairs have been approved in conjunction with the performance metrics, and voted and approved by the faculty senate and will be reiterated in the Academic Officers Policy. Directors’ job descriptions, assigned duties and performance metrics will be developed by the VPAA and sent to faculty senate for review, approval and recommendation to the President.

Revision of Departmental Mission Statements/ Reorganization Strategies

This is a continuous reevaluation process at the department level in a vibrant institution. It should be evaluated at the department level in consultation with the respective Dean.

Program Director Model

This structure is open for discussion with the Vice-President in the appropriate department. This may vary due to the variations in responsibilities in different areas.

These are the principal concerns that were addressed in the comments to the changes. This is an ongoing process and I invite your continued input to the appropriate Vice-President, through your department chairs, Deans and faculty senate leaders. I look forward to this ongoing dialog. I believe it is critically important to a vibrant and growing CCSN.