

# CCSN Update

Academic Faculty Policies

Number: ACF-20

**Title:** Department Definition and Department Chair  
Compensation Policy

**Policy Effective Date:**  
July 6, 2006

Approved:

Richard Carpenter  
CCSN President

July 6, 2006  
Date

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Faculty Senate Recommendation

Faculty Senate Recommendation Unnecessary

Recommended

Not Recommended\*

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

Darren 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:*

<i>Annualized Number of Sections:</i>	<i>100</i>
<i>Annualized Duplicated Headcount Enrollment:</i>	<i>1850</i>
<i>Annualize Student FTE Generated:</i>	<i>250</i>

*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 15<sup>th</sup> 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*

	<p>recommended that probation during the 2006-07 academic year be used to strengthen the unit.</p> <p>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:</p> <p>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 &amp; 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</p>
<p><b>Part 2: Chair Compensation: Background</b></p>	<p>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.</p> <p>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.</p>
<p><b>Chair Compensation Policy</b></p>	<p><i>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</i></p>

<p><b>Chair Compensation Policy Application</b></p>	<p><i>modified, as needed, during Spring semester to facilitate division and departmental planning.</i></p> <p>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.</p>
<p><b>Part 3: Program Directors and Lead Faculty (Information Only)</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>• Number of program directors assigned within the department.</li> <li>• Number of lead faculty assigned within the department.</li> <li>• Additional factors are applied based on the model derived for department chair.</li> </ul> <p><b>Release time for Program Directors</b></p> <p>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.</p> <p>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.</p> <p>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.</p>

**DEPARTMENT CHAIR COMPENSATION MODEL**  
**"Negotiated" Stipends effective FY 2006-07**

**Department Stipends:**

Department	Annualized			Number of Programs	FTE Faculty Total	Rounded Pts.	FY 2006-07 Stipend	Performance Tier			FY 2005-06 Actual
	Sections	Headcount	FTE					Satisfactory (\$0)	Commendable (\$500)	Excellent (\$1,000)	
Applied Technologies	238.00	2,946.00	737.85	12	52.33	4.50	8,750.00	8,750.00	9,250.00	9,750.00	8,000.00
Art and Art History	93.50	1,715.00	343.20	1	20.63	-	6,500.00	6,500.00	7,000.00	7,500.00	7,000.00
Accounting, Finance & Office Tech	114.00	2,332.00	445.75	4	19.91	1.50	7,250.00	7,250.00	7,750.00	8,250.00	7,500.00
Biological Sciences	202.50	5,468.00	744.20	1	35.34	5.00	9,000.00	9,000.00	9,500.00	10,000.00	8,500.00
Business	147.50	3,363.50	674.80	5	26.7	3.00	8,000.00	8,000.00	8,500.00	9,000.00	8,000.00
Communication	133.50	3,000.00	599.80	2	20.04	2.50	7,750.00	7,750.00	8,250.00	8,750.00	7,500.00
Computing/Electronic Technology	258.00	3,707.50	693.35	6	45.26	5.00	9,000.00	9,000.00	9,500.00	10,000.00	9,000.00
Dental/Diagnostic/Rehabilitation	189.00	1,898.00	261.30	10	37.12	1.50	7,250.00	7,250.00	7,750.00	8,250.00	7,500.00
Education	134.50	2,435.00	411.00	2	19.5	1.50	7,250.00	7,250.00	7,750.00	8,250.00	7,000.00
English	456.50	9,061.50	1,850.65	5	85.1	14.00	11,500.00	11,500.00	12,000.00	12,500.00	11,500.00
Health Related Professions	216.50	3,328.50	557.95	11	36.39	4.00	8,500.00	8,500.00	9,000.00	9,500.00	8,500.00
Human Behavior	330.00	8,058.50	1,597.80	5	53.3	11.50	10,250.00	10,250.00	10,750.00	11,250.00	10,500.00
International Languages	256.00	5,074.00	1,124.25	10	51.45	7.50	10,250.00	10,250.00	10,750.00	11,250.00	9,000.00
Mathematics	299.00	7,827.00	1,654.00	1	54.77	11.00	10,000.00	10,000.00	10,500.00	11,000.00	10,000.00
Media Technologies	142.00	1,868.50	371.35	3	25.96	1.00	7,000.00	7,000.00	7,500.00	8,000.00	7,500.00
Performing Arts	204.50	3,396.00	576.00	3	28.61	3.50	8,250.00	8,250.00	8,750.00	9,250.00	8,000.00
Philosophical & Regional Studies	274.00	8,058.50	1,559.35	4	54.32	11.00	10,000.00	10,000.00	10,500.00	11,000.00	10,000.00
Physical Sciences	211.50	5,818.50	959.45	6	35.93	6.50	9,750.00	9,750.00	10,250.00	10,750.00	9,000.00
Public Safety/ Human Services	118.00	2,224.00	412.05	5	17.33	1.00	7,000.00	7,000.00	7,500.00	8,000.00	7,500.00
Resorts and Gaming	148.00	2,330.00	449.56	5	27.16	2.00	7,500.00	7,500.00	8,000.00	8,500.00	7,500.00
	4,166.50	83,910.00	16,024.66				170,750.00	170,750.00	180,750.00	190,750.00	169,000.00

**Release Time/Contract Type**

Department	FY 2005-06	FY 2006-07	FY 2006-07
	Release %	Base Model Pts.	Release %
Applied Technologies	40%	4.50	40.00%
Art and Art History	40%	-	40.00%
Accounting, Finance & Office Tech	40%	1.50	40.00%
Biological Sciences	40%	5.00	40.00%
Business	40%	3.00	40.00%
Communication	40%	2.50	40.00%
Computing/Electronic Technology	40%	5.00	40.00%
Dental/Diagnostic/Rehabilitation	40%	1.50	40.00%
Education	40%	1.50	40.00%
English	40%	14.00	80.00%
Health Related Professions	40%	4.00	40.00%
Human Behavior	40%	11.50	60.00%
International Languages	40%	7.50	60.00%
Mathematics	40%	11.00	60.00%
Media Technologies	40%	1.00	40.00%
Performing Arts	40%	3.50	40.00%
Philosophical & Regional Studies	40%	11.00	60.00%
Physical Sciences	40%	6.50	40.00%
Public Safety/ Human Services	40%	1.00	40.00%
Resorts and Gaming	40%	2.00	40.00%

Dept. Chair Formula Drivers			
	Tier 1 Dept		Tier 2 Dept
Base Stipend	6,500		4,500
Stipend Add-on	500		500
Sections	100		100
Headcount	1850		1850
FTE	250		250
FT/PT Faculty Range			Value
Tier 1	0	22	1
Tier 2	23	44	1.125
Tier 3	45	66	1.25
Tier 4	67		1.375
Department Program Range			Value
Tier 1	1	5	1
Tier 2	7	10	1.125
Tier 3	10		1.25
Pts Base Factor	5		

\* Tier 1 represents department with less than 10 points.  
 \* Tier 2 are those departments with 10 or greater points.



## MEMORANDUM

**TO:** All Department Deans and Chairs

**FROM:** Richard Carpenter  
President

**RE:** Interim Department Chair Restructuring

**DATE:** July 21, 2005

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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);

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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.