

THE UNIVERSITY OF NORTH CAROLINA ASHEVILLE
FACULTY SENATE

Senate Document Number 5720S
Date of Senate Approval 04/30/20

Statement of Faculty Senate Action:

**FWDC 4: Revise Chair, Program Director, and Academic Affairs Compensation
Faculty Handbook Sections [2.9.4](#), [3.1.2](#), [3.1.4.1.5](#)**

Effective Date: Immediately for new contracts

Summary: These proposed handbook changes recommend factors to consider when establishing compensation for faculty in administrative roles that increases the equity.

Rationale: Compensation of faculty, including chairs, is the purview of the Provost. However, FWDC is proposing the following recommendations to the Faculty Senate on factors to consider when establishing supplemental pay for faculty in administrative roles. These recommendations are based on outcomes of the listening sessions that took place in the academic year 2017-2018. Our overall goal with these recommendations is to increase equity across campus. These recommendations are not intended to signal a perception that all chairs and program directors make enough money or should make less money. We all understand, appreciate, and respect the important role that chairs and program directors play on our campus.

We also perceive that the current pay structure is perpetuating inequities that negatively impact the overall campus climate. The current practice of compensating Chairs, Program Directors, and Academic Affairs assignment roles with additional months' salaries is inequitable as it is not based on the responsibilities of the role but rather, base salary. Reassigned time for Chairs is based only on the number of faculty in the department, **even though** there are several other factors that dictate the complexity of the role. Reassigned time for Program Directors, as currently detailed in the Handbook, is outdated and should also be based on a close examination of the complexities of these roles. These changes **begin to address these issues** by basing reassigned time and stipends **on multiple factors, including the complexity of the role**. In addition, because Chairs are compensated based on the complexity of their departments, if duties of department chairs are assigned to other department members, **these faculty should be compensated or receive reassigned time out of the amount allocated to the department chair** ~~these duties of department chairs should not be delegated to other faculty members who are not being compensated for this work.~~ We recommend that current Department Chairs and Program Directors on a multi-year contract will retain their ~~current~~ **compensation and course release stipulated in their current contracts. We strongly recommend that the current percentage awarded for chairs' compensation from the combined salary of all faculty remains the same or increases.**

2.9.4 Supplemental Pay Policy (SD1212S)

2.9.4.1 Supplemental Pay from Internal Funds

Compensation of faculty is the purview of the Provost. Below are the recommendations from the Faculty Senate on factors to consider when establishing supplemental pay for faculty in administrative roles.

Faculty may receive compensation beyond their base salary for activities which are not included in their standard teaching load. Examples of such activities include administrative assignments, significant department service assignments, summer teaching, and course overloads. In all cases, except for stipends for participation in short-term faculty development workshops, a formal letter of appointment will be issued by the Provost and VCAA which specifies the activities which warrant supplemental pay, the duration of the appointment, and the amount of pay associated with the appointment. A copy of this letter of appointment will be placed in the personnel file of the faculty member.

1) ~~Chairs and Program Directors~~: In addition to receiving reassigned time according to section 3.1.4.1.5, department chairs ~~and program directors~~ are eligible for a salary supplement. The amount of this supplement should be based on a compensation model that uses the expected duties of the department chair. The baseline component will involve the duties listed under Department Leadership, University Service, and Academic Programs. The additional compensation should be based on the number of full-time faculty and part-time faculty they supervise, the number of majors and minors in the department, as well as other factors that determine complexity and may impact workload for the Department Chair. The formula to calculate chairs' salary and reassigned time as well as the current amounts for each department should be publicly available to every member on campus. The formula for compensation should be evaluated and updated every three years by the Provost in consultation with FWDC.

~~Department chairs and program directors who supervise full-time faculty have an additional month added to their contracts, with a proportionate increase in salary paid over twelve months. Other program directors receive a stipend which is payable twice each academic year, at the beginning of the fall and spring semesters, and is authorized at the time of appointment to the position by the Provost and VCAA.~~

2) Program Directors: In addition to receiving reassigned time according to section 3.1.4.1.5, program directors may be eligible for a salary supplement. The amount of this supplement should be based on the workload and complexity of the position. Program directors will work with the Provost and VCAA, in consultation with FWDC, to agree on a fair and equitable amount of compensation for the role. The formula to calculate program directors' salary and reassigned time as well as the current amounts for each position should be publicly available to every member on campus.

23) Other administrative assignments: Members of the faculty who are appointed to serve in other administrative assignments (e.g., Academic Affairs, Program Coordinators) may receive compensation and reassigned time, and if so, compensation and reassigned time should be equitable across these roles and the amounts of each should be publicly available to every member of campus

~~have their contracts extended from 9 months to 10 or 11 months, with a proportional increase in pay.~~

34) Departmental and other service assignments: Any member of the faculty who is appointed to a significant service assignment, such as lab manager, director of a study abroad program, coordinator for periodic external assessment, or other episodic activities may be eligible for a stipend. This stipend may be a lump sum or include an extension of the 9 month contract.

45) Endowed Chairs: Endowed chairs may be eligible for an increase in salary, depending on terms of the position, available funding, and approval by the Provost and VCAA.

56) Course Overloads: As discussed in section [3.1.4.1.2](#), compensation for overload teaching will be granted by prior approval of the Provost and VCAA when a member of the faculty agrees to teach courses beyond their specified load. Payment will typically be at the rate paid to adjuncts. This policy includes courses taught for Distance Education and for Continuing Education. Likewise, any EPA non-faculty employee who agrees to teach a course will receive supplemental pay for that course, but only when this teaching is in addition to the normal working hours and responsibilities of that employee.

67) Summer School: See section [3.2.4](#).

78) Faculty Development and other workshops: Academic Affairs, the Center for Teaching and Learning, and others may offer stipends for leading or participating in faculty development workshops for course development, pedagogy, or other purposes. These stipends are payable only after participation is completed and verified.

[2.9.4.2 Supplemental Pay from External Funds](#)

Additional compensation can be earned, ordinarily during the summer term, for externally-funded activities as approved by the Department Chair, Program Area Dean, and the Office of Sponsored Scholarship and Programs. For all members of the faculty, total compensation paid by or through the university, including summer school teaching, but excluding faculty development workshops and supplements for Endowed Professorships, cannot take a faculty member's compensation beyond the equivalent of a 12-month contract at his/her regular pay rate (i.e., faculty members on a 9-month contract cannot receive additional compensation that is more than 33.33% of their regular pay; department chairs and others on a 10-month contract cannot receive additional compensation that is more than 20% of regular pay). For questions about limits on compensation or procedures for approval and compliance, please contact the Office of Sponsored Scholarship and Programs.

As discussed in [4.3.13](#), compensation for professional or other activities not paid by or through the university (e.g., consultancy, honoraria) is governed by the [Conflict of Interest and Commitment Policy](#).

3.1.2 Duties of Department Chairs/Program Directors

Department Chairs (Revised by Provost and VCAA 2/27/06 in consultation with the assembled department Chairs and program Directors)

The department Chair is a member of the faculty who is appointed by the Provost and VCAA to perform the administrative functions described below in addition to the usual faculty responsibilities. For performing these duties, the Chair receives an annual stipend and a reduced teaching load. The Chair is directly responsible to the program area Dean and is normally appointed to a four year term. Consecutive reappointments for variable terms may be made.

The Chair is the leader of the department faculty and the manager of all departmental affairs and operations. **Chairs may, at their discretion, delegate certain specific functions to members of the department. General leadership functions and evaluation responsibilities may not be delegated. At all times, the Chair remains accountable for the actions of the delegate. If responsibilities are delegated, Chairs must delegate an appropriate amount of their chair compensation and/or reassigned time to the faculty member taking on said responsibilities. This must be approved by the Provost.**

Chairs serve a University function as well as a departmental one. The Chair, therefore, ~~is expected to~~ conveys to the department members a university-wide view of issues and initiatives and to ensure department participation in same, **including a commitment to university core values of diversity and inclusion, innovation, and sustainability**. The major responsibilities and authority of the position are stated as, but not limited to, the following:

A. Department Leadership

1. Attend all meetings of department chairs and program directors convened by the Provost and VCAA or others. (Because these meetings traditionally are scheduled at 3:30 PM on Mondays, individuals serving as department chairs should not be scheduled to teach at that time.)
2. Convene department meetings at least once each month during the academic year.
3. Communicate information regarding institutional issues, priorities, policies and initiatives to department faculty.
4. Lead department discussion of issues, priorities, etc and communicate department perspectives to the program area Dean on a timely basis.
5. Ensure department participation in recruitment and advising events including but not limited to Admissions events, orientation sessions, and scholarship interviews.
6. Ensure department participation in the ~~Integrative Liberal Studies program~~ **Liberal Arts Core** (e.g., through regular scheduling of ~~LSIC~~ **LAC** courses, development of proposals for **diversity** intensive courses, **ARTS** courses or **First Year Seminars**).
7. Encourage department participation in other University programs (e.g., Honors, Undergraduate Research, **Humanities**).
8. Appoint department liaisons to other University areas (e.g., Admissions, Ramsey Library, **Career Center**).
9. Prepare announcements related to departmental programs, students and faculty/staff members (e.g., for Public Information).

B. University Service

1. Serve as consultants to the Provost and VCAA, and through him/her **them** to the Chancellor and other Vice Chancellors, providing input on major issues facing the institution, such as planning, academic or administrative problems, and relations with the outside community.
2. Complete special assignments, such as service on institutional task force groups, as requested by the Provost and VCAA or his/her designee.

C. Academic Programs

1. Oversee the development, operation and revision of the department academic programs.
2. Develop and periodically revise the department's Institutional Effectiveness Plan. (Although reports on these plans are submitted biennially, data for these reports are collected annually.)
3. Serve as liaison with individuals and University groups involved in program development, approval and evaluation.
4. Prepare course schedule for each semester.
5. Approve special topics courses.
6. Approve course substitutions.

D. Faculty

1. Recruitment/Hiring

- Write requests for new full-time faculty positions.
- Oversee search process for new full-time faculty, ensuring compliance with all University policies and procedures (e.g., Affirmative Action).
- Make recommendations to the Provost and VCAA on the hiring of full-time faculty.
- Request and appoint adjunct/part-time faculty through the program area Dean.

2. Regular operations

- Assign courses to faculty each semester during schedule construction, ensuring representation of all faculty ranks across all facets of the curriculum.
- Assign department discretionary reassigned time to department members as allocated by Academic Affairs..
- Assign advisees to faculty, ensuring an equitable distribution of advising loads.

3. Mentoring

- Assist faculty with their professional development in the areas of teaching, scholarship and service.
- Encourage faculty to utilize available professional development opportunities (e.g., Center for Teaching and Learning, Office of Sponsored Scholarship and Programs).

- Encourage faculty participation in University and community life (e.g., co-curricular activities that enrich student learning experiences, attendance at campus events).
- Ensure that all faculty are accessible to students during the week.
- Ensure that faculty are informed about and refer students to available support services (e.g., Writing Center, Health & Counseling Center, Disability Services Office of Accessibility).

4. Evaluation

- Ensure that all faculty are evaluated by students and observed by peers in accordance with University policies.
- Evaluate full-time faculty annually (i.e., Faculty Record process) and as required for reappointment, tenure, promotion and post-tenure review.
- Provide feedback on performance to adjunct/part-time faculty at the end of each semester.
- Recognize faculty for participation in institutional initiatives (e.g., HS LAC) and activities in accord with institutional priorities (e.g., work related to diversity, equity, and inclusion, community outreach, co-curricular activities).

E. Students

1. Work with Admissions and the program area Dean to develop and maintain an appropriate number of students in the department's major program(s).
2. Collaborate with department faculty to develop co-curricular activities that enrich student learning experiences.
3. Participate in the resolution of student problems with instructors and courses; refer students to the Faculty Conciliator when appropriate.
4. Work with department colleagues and the Office of Advising and Registration Office of the Registrar to evaluate coursework for students who transfer to UNC Asheville.

F. Staff

1. Determine (in conjunction with other Chairs, if necessary) work assignments of staff assigned to the department.
2. Supervise staff assigned to the department.
3. Sign all required forms for staff (e.g., time sheets, leave slips).
4. Evaluate staff annually as indicated by University policies and procedures.
5. Encourage, provide time for and recognize professional development of staff.

G. Budget

1. Allocate department operating budget each year to the appropriate budget categories.
2. Allocate faculty travel/development funds to department faculty.
3. Consult with the program area Dean on special budgetary needs.
4. Develop special budget requests in concert with department and institutional priorities.

5. Authorize all expenditures from department funds (state and non-state).
6. Monitor expenditures to remain within approved budget.
7. Ensure adequate purchase of department supplies, equipment, etc.

Program Directors

Program Directors function similarly to department Chairs. However, because programs may not have their own faculty, staff or majors, some items in the preceding list may not apply. In all cases, Program Directors are required to provide teaching evaluations to the department Chairs of their instructors' home departments.

3.1.4.1.5 Reassigned Time for Department Chairs/Program Directors (Academic Affairs policy, distributed to Chairs/Directors on 12/7/98, revised October 2014)

Compensation of faculty and allocation of reassigned time is the purview of the Provost. Below are the recommendations of the Faculty Senate on factors to consider when establishing reassigned time for Department Chairs/Program Directors.

Academic Department Chairs are eligible for reassigned time based on the number of full-time faculty they supervise, the number of part-time faculty they supervise, the number of students in the major and minor, and other factors that may impact workload for the Department Chair. (Reassigned time is measured in contact hours as a reduction in the standard 24 contact hours of teaching per academic year.)

- ~~16 or more = 12~~
- ~~10-15 = 8-9~~
- ~~5-9 = 6-8~~
- ~~1-4 = 3-4~~

Directors of university programs may be eligible for reassigned time based on the complexity of the position. Program directors will work with the Provost and VCAA, in consultation with FWDC, to agree on a fair and equitable amount of reassigned time for the role.

Directors of the following academic and curricular support programs are eligible for annual reassigned time as listed.

Africana Studies	3
	4
Arts and Ideas	3
	4
Center for Teaching and Learning	8
	9
Honors	6
	8
Humanities	12
Key Center for Service Learning	3
	4
MLA	6
	8

~~Undergraduate Research~~ —12

~~Women, Gender, and~~ ———3-

~~Sexuality Studies~~ 4

Additional reassigned time may be awarded by the Provost to Chairs or Directors according to the following criteria:

- Complexity of program
- Co-curricular demands
- Coordination required, including supervision of staff
- Number of **faculty and** students involved