

# **Boulder Campus Policy on Compensation for Faculty Members\* Serving as Chairs, Faculty Directors, Associate and Assistant Chairs, Associate Faculty Directors, Associate and Assistant Deans, and Institute Directors**

## **I. Procedures and Letters of Offer**

1. All faculty administrators shall be provided a letter of offer signed by the dean and counter- signed by the Provost. Upon the acceptance of the offer by the faculty administrator, the appointment and letter of offer shall be forwarded to the Chancellor for final approval.
2. All terms of compensation and workload must be included in the formal letter of offer submitted for approval to the Provost and the Chancellor.
3. All letters of offer must comply with the applicable rules of the Faculty Handbook, policies of the Board of Regents, and the laws of the State of Colorado.

## **II. Chairs**

### **A. Preamble**

Department chairs provide the key leadership roles in the primary units; chairs typically occupy their administrative posts only for a few years, while retaining their primary career emphasis in teaching and research/creative work. Talented and effective chairs are essential for maintaining the strengths and building the reputation of the departments, the colleges, and the campus. Chairs are expected to provide "intellectual leadership toward achievement of the highest possible level of excellence in the teaching, research, and service activities of the department, and for providing direction in academic planning and support for faculty development (Faculty Handbook, p.I-20)." Among other responsibilities, they have the important tasks of providing an outstanding educational experience for the students, managing the department budget, identifying and recruiting new faculty, advising and mentoring existing faculty, and managing the staff for the department (See Faculty Handbook, pp. I-22 to I-25)." This service often requires the sacrifice of opportunities for professional advancement and recognition. In order to assure that the most talented leaders from each unit are willing to assume the responsibility of chair, it is necessary to:

- provide adequate rewards to induce talented individuals to assume these positions,
- support the administrative efforts of chairs through the use of differentiated workloads, and
- support the efforts of chairs in their teaching and research/creative work.

### **B. Process of Selection**

All chairs must be selected in compliance with the rules of the Faculty Handbook, including consultation between the dean and the department faculty and a search and nomination process carried out by the department faculty pursuant to department procedures (See Faculty Handbook, p I-25). Chairs normally will be appointed for a four-year term (See Faculty Handbook, p. I-26).

\*Non-faculty who serve in any of these positions are covered by the University's policy for unclassified staff.

#### Compensation and Workload Guidelines

All Chairs are eligible for a stipend of 21% of the individual's base academic year salary (10% administrative stipend plus 1/9<sup>th</sup> summer salary) as compensation for performing administrative duties, including those carried out during the summer months. Beginning July 1 of each year, chairs will be compensated 1/12<sup>th</sup> of the 21% stipend for each month served; if the academic year chair will be unavailable to perform his or her duties during any or a part of the summer months, the dean will make a proportionate monthly adjustment in the chair's compensation and will appoint a summer chair with the appropriate monthly compensation of 1/12<sup>th</sup> of 21% of the summer chair's academic year base salary. Under no circumstance shall the entire 21% stipend be paid out over the 9-month academic year instead of the 12-month fiscal year. Doing so violates a state fiscal rule which prohibits salary from being paid before it is earned.

In determining the appropriate level of compensation, the dean shall consider a variety of factors including, but not limited to, the complexity of the department, any differentiated workload, and the individual's base salary. (If a prospective chair has a very high base salary, then equitable compensation may be more appropriately set at a fixed amount that is somewhat less than the standard percentage for that department.)

2. As with all faculty, chairs will be reviewed annually by their respective deans for salary increment purposes. The standard weights for evaluating chair performance will be 20% teaching, 20% research, and 60% service.
3. All chairs are eligible for a differentiated workload. A chair's workload may be appropriately adjusted depending on the size, complexity, and staff support of the unit.
4. Eligibility for sabbaticals shall be the same as for other faculty.

### **III. Faculty Directors**

Faculty members appointed to administer and direct academic programs comparable to those of academic departments will be appointed to the position of faculty director or associate faculty director. The faculty director is the principal officer of the program and is responsible, in accordance with the Laws of the Regents, the policies of the University, and the rules of the college/school and program, for the effective and efficient administration of the program. The

faculty director also has the responsibility for providing intellectual leadership towards achievement of the highest possible level of excellence in the teaching, research, and service activities of the program, as appropriate, and for providing direction in academic planning and support for faculty development. The title of faculty director or associate faculty director is distinguished from the title of director, which is approved only for exempt professional positions and requires the provision of certain benefits, such as paid annual leave. The position of faculty director allows the campus to provide to directors of academic programs the same appointment and benefits packages that department chairs receive.

All faculty directors are eligible for a stipend of 21% of the individual's base academic year salary (10% administrative stipend plus 1/9<sup>th</sup> summer salary) as compensation for performing administrative duties, including those carried out during the summer months. Beginning July 1 of each year, faculty directors will be compensated 1/12<sup>th</sup> of the 21% stipend for each month served; if the academic year faculty director will be unavailable to perform his or her duties during any or a part of the summer months, the dean will make a proportionate monthly adjustment in the faculty director's compensation and will appoint a summer faculty director with the appropriate monthly compensation of 1/12<sup>th</sup> of 21% of the summer faculty directors academic year base salary.

In determining the appropriate level of compensation, the dean shall consider a variety of factors including, but not limited to, the complexity of the program, any differentiated workload, and the individual's base salary. (If a prospective faculty director has a very high base salary, then equitable compensation may be more appropriately set at a fixed amount that is somewhat less than the standard percentage for that program.)

2. As with all faculty, faculty directors will be reviewed annually by their respective deans for salary increment purposes. The standard weights for evaluating faculty director performance will be 20% teaching, 20% research, and 60% service.
3. All faculty directors are eligible for a differentiated workload. A faculty director's workload may be appropriately adjusted depending on the size, complexity, and staff support of the unit.
4. Eligibility for sabbaticals shall be the same as for other faculty.

#### **IV. Associate and Assistant Chairs**

Associate and assistant chairs may discharge their duties without differentiation of workload or stipend whenever the duties reasonably can be defined with the 20% service allocation that applies to all faculty members. When the allocation of effort to an associate or assistant chair exceeds 20%, the dean may approve a differentiated workload and/or administrative stipend. The administrative stipend for associate and assistant chairs may not exceed 2.5% of the individual's academic year salary. In determining the appropriate level of compensation, the dean shall consider a variety of factors including, but not limited to, the complexity of the department, the complexity of the individual's work assignment, the individual's base salary, and a differentiated workload. Associate and assistant chairs shall be appointed for the academic year and may be reappointed following the normal annual review of their performance for salary increment

purposes. No unit may have more than two associate and/or assistant chairs.

## **V. Associate Faculty Directors**

All Associate Faculty Directors are eligible for a stipend of up to 2.5% of their academic year salary depending on their workload formula.

## **VI. Associate and Assistant Deans**

As with chairs, faculty members who serve as associate and assistant deans (AADs) provide essential leadership and administrative services for their school and colleges. Such service also involves comparable sacrifices of professional advancement and recognition.

The roles and responsibilities of AADs vary widely among the schools and colleges in accordance with their differences in size, complexity, and program characteristics. In those schools and colleges with departments and chairs, for instance, the criteria for and work of the AADs may be quite different from those where budgets, staffing, and curricular matters are more centralized. In some school and colleges, AADs are appointed for limited terms as faculty associates; in others, the AADs are expected to serve for long terms in those capacities; in yet others, both models apply.

Deans must have considerable flexibility in making AAD appointments so as to accommodate these differences. Therefore, compensation and other appointment terms will be flexible and commensurate with the nature of the workload. Elements of AAD compensation may include a differentiated workload and an administrative stipend of up to 32% of the individual's base academic year salary (10% plus 2/9ths of academic year salary). As with all faculty, AADs will be reviewed annually by their respective deans for salary increment purposes

## **VII. Institute Directors**

### **A. Preamble**

Institute directors provide both intellectual and administrative leadership for the interdisciplinary research institutes. With one exception, \* institute directors are expected to serve for relatively long terms in their administrative capacity. The responsibilities of directors include budgetary planning and management, recruitment and retention of faculty (frequently in collaboration with several different departments), and managing space and resources. In addition, the interdisciplinary nature of the institutes requires that the director understand and appreciate scholarship from a variety of disciplines, and be able to motivate and support interdisciplinary research. Directors also must be able to work constructively and efficiently with the chairs of cooperating departments. Directors deal with complex personnel issues involving "soft-money" employees at multiple levels who are essential to their programs, and must also relate effectively to managers of external programs and agencies which provide funding crucial to the survival of the institutes' missions.

## B. Compensation and Workload Guidelines

The range of responsibilities for directors and differences of size and complexity among the institutes require flexibility in compensation. In general, the base salary is expected to recognize administrative experience and responsibilities as well as career merit in scholarship. In some cases, especially in an initial term of appointment, summer stipends of up to 2/9 of the base academic year salary may be appropriate. Institute directors will be reviewed annually by the Dean of the Graduate School for salary increment purposes.

\* The Chair of JILA rotates every two years between a CU-Boulder faculty member and a NIST Senior Scientist.