

To: The Fort Wayne Senate
From: George W. M. Bullion, Chairperson
IPFW Budgetary Affairs Subcommittee

Subject: VCAA Chair Emolument Plan

Date: March 24, 1998

DISPOSITION: For information only

Attached is a copy of a BAS resolution, along with the relevant supporting documents, that was provided to Vice Chancellor English regarding a Chair Emolument plan that he had proposed. The resolution was developed in response to a formal request from the Vice Chancellor and is being forwarded to each of you **for information purposes only**.

To: Dr. Fenwick English, Vice Chancellor for Academic Affairs
From: George W. M. Bullion, Chairperson
IPFW Budgetary Affairs Subcommittee

Subject: BAS resolution regarding the VCAA Chair Emolument Plan

Date: March 24, 1998

Attached is a copy of the resolution that BAS adopted relative to the attached Chair Emolument policy which you attached to a memo to me dated January 26, 1998. If you have any questions about the resolution, I will be pleased to ensure that needed answers are provided.

On behalf of BAS, I want to express our appreciation for the cooperation that we received from your office as we compiled the information that we needed for our final recommendation.

BAS Resolution on VCAA Chair Emolument Policy

(Note: Resolution was conceptually adopted at the February 13, 1998, BAS meeting and was formerly drafted and approved by consensus of BAS via email during the February 16-27 time period.)

WHEREAS, the BAS recognizes the importance of having all departments covered administratively during the summer period; and

WHEREAS, department chairs are entitled to fair and equitable remuneration for providing administrative coverage throughout the fiscal year, especially in the summer; and

WHEREAS, the Vice Chancellor's proposed Chair Emolument Policy replaces the ad-hoc approach to departmental academic administration used in the past; and

WHEREAS, fair and equitable remuneration does NOT require that department chairs be put on a 12-month appointment; and

WHEREAS, there is no need to require any chairs, NOT on a 12-month appointment, to teach in the summer in order to be compensated for performing ADMINISTRATIVE duties; and

WHEREAS, the cost of full implementation will be approximately \$140,000 plus additional fringe benefits; and further recognizing that the proposed policy would likely require some 3-5 years for full implementation;

BE IT RESOLVED, that the BAS generally supports the Vice Chancellor's proposed Chair Emolument Policy, subject to the conditions that funding of the proposal will not negatively impact or reduce the

1. number of full-time teaching lines; and
2. pool of funds available for increments.

BE IT FURTHER RESOLVED, that department chairs NOT NOW on 12-month appointments be compensated appropriately for performing administrative duties in the summer; and that such compensation consider all pertinent factors including size of the department, number of students, number of course offerings, and all duties requiring administrative action; and

BE IT FURTHER RESOLVED, that department chairs NOT on 12-month appointments neither be required to teach, nor prohibited from teaching, in the summer; and that compensation for teaching be distinct from compensation for administrative duties.

MEMORANDUM

TO: George W. M. Bullion, Chair
Budgetary Affairs Subcommittee
FROM: Fenwick W. English
Vice Chancellor for Academic Affairs
RE: Transmittal of the VCAA Chair Emoluments Plan to the BAS

DATE: January 26, 1998

Attached for the review of the BAS is an update to the VCAA's Chair Emoluments Plan. The revisions are primarily based on the December 1997 discussion of the plan. I would like to meet with you to review it and will ask that Jack Dahl also be invited to the meeting. Before public comments are made about the plan, I would appreciate an opportunity to address whatever concerns the BAS may have about it.

Here are some important points to consider in reviewing this plan:

- **full implementation of the plan is not anticipated under the current incumbency of chairs. As new chairs are hired, they would be employed under the plan; existing chair emoluments which are not consistent with the plan would be addressed through negotiations;**
- **the transition time for the plan is expected to be at least three years;**
- **using 1996-97 cost data, complete implementation of the plan is estimated to cost \$ 54,558 for summer administration, and \$ 39,000 for associate faculty replacement during the academic year, for a total of \$ 93,558;**
- **under the proposed plan, the administrative chair FTE on the campus would increase from 10.835 to 14.00 FTE;**
- **six current chairs have expressed an interest in conversion to the VCAA's plan. The anticipated cost of making these conversions is estimated at \$22,328;**
- **some new costs for chair emoluments would be offset by adjustments to other budgets. The actual adjustments would be based on actual need for associate faculty replacements, current summer teaching which is designated for the incumbent chair, and similar factors. The impact of these adjustments cannot be estimated since individual negotiations would be involved.**

The plan is based on the objectives which are described in that section of the plan. In addition to the constraints implied in the transition period, and an intent to work cooperatively with deans and chairs, implementation of the plan may be further constrained by the availability of funding.

The plan also provides a way to make chair responsibilities consistent with FTE allocations and serves as a benchmark for examining and addressing concerns about inequities. It also incorporates various kinds of flexibility to address particular circumstances affecting the responsibilities of the chair in some departments.

Enclosures

**cc: J. Dahl
D. McCants
N. Newell**

CHAIR EMOLUMENTS POLICY

PURPOSE

The purpose of initiating a review of chair emoluments was to:

- (1) address concerns about inequities in duties and compensation that existed among department chairs;
- (2) develop a model that would help alleviate inequities;
- (3) identify changes which would enhance the terms and conditions of chair positions.

THE DEVELOPMENT PROCESS

From a nearly year-long study by a committee of deans, several interactions with chairs regarding various plans, and recommendations developed by a committee and various interested parties, the VCAA has formulated the following objectives for a modification to the existing emolument/duty structure at IPFW.

OBJECTIVES

1. The size of a department is related to the range and intensity of duties a chair must perform. Emoluments should be based on factors which recognize the size of the department.
2. There is a critical need for administrative coverage in program areas during the summer period. Campus visitations by prospective students and their parents, general advising, and department oversight responsibilities have all increased. Departments without adequate administrative coverage in the summer are neither well represented nor adequately served during these months.
3. Modifications to the existing system must preserve flexibility and options, while simultaneously creating greater equity.
4. The implementation of an alternative chair emolument system should allow for a transition period.

THE PLAN

1. The plan is based on the departmental administrative FTE allocations shown below:
 - 1-6 faculty members in dept. = .25 FTE
 - 4-20 faculty members in dept.= .50 FTE
 - 18+ faculty members in dept. = 1.00 FTEThe overlap shown in this table is intended to allow for some flexibility in emoluments in order to recognize unique factors affecting the administration of some departments. Additional salary for chairs not now

on twelve-month appointments is prorated by the FTE devoted to administration for the year, adding the summer months to the current salary.

2. Departments currently served by a twelve-month chair should recognize the summer teaching and administrative responsibilities which accompany this position.
3. All departments without twelve-month chairs will move to administrative coverage for the full twelve-month period. Each chair and dean will identify a preferred approach and funding for implementation. The approach may be to appoint the chair for the administrative FTE for the summer, to appoint an interim summer chair, or some other arrangement which will assure that summer administrative needs are met.
4. Chairs who are not now serving on a twelve-month basis may request of their deans to move to full-year responsibilities. Full-time summer duties are expected to include summer teaching responsibilities. Specific arrangements are to be worked out with the chair's dean and be approved by the VCAA.

IMPLEMENTATION CONSIDERATIONS

1. Within overall budgetary limitations, the VCAA will work with the deans to identify funding for (a) implementation of model arrangements, (b) chairs who express interest in moving to full-time twelve-month appointments, and (c) newly hired chairs. Priorities will be established in cooperation with the deans when required to balance requests and available funds.
2. Chairs whose current emolument arrangements are not consistent with this policy, and who do not propose a change in emoluments, will not be affected by this policy for at least three years.
3. Changes in department size, which would otherwise lead to changes in administrative FTE for the department, will not adversely affect continuing chairs for at least three years.