

UNIVERSITY *of*
NORTHERN COLORADO



Office of the Provost

December 8, 2009

To: College Deans
From: Abe Harraf

To assist colleges in their deliberations of possible restructuring of selected schools, it is prudent that we provide appropriate guidelines that are consistent across the campus. To that end, after many deliberations and review of the comments generated by the colleges, I trust the following will offer some useful guidelines for those programs that may propose to restructure. Proposals to consider changes to existing structure should be made only if the new structure can meet the following criteria:

- a. Maintain the quality of academic programs
- b. Support the academic plan
- c. Remain cost neutral

Factors to be considered in preparing recommendations to restructure must include disciplinary considerations, programmatic needs, and the long-term viability of new units. In considering any potential restructuring, we must consider:

- Whether there are sufficient resources to provide a large enough full-time equivalent (FTE) faculty to conduct the teaching, research, and administrative responsibilities of a stand-alone academic unit;
- Whether there is a core number of full-time senior faculty to provide a strong base for promotion and tenure decisions;
- The structure of such units in peer/comparable institutions;
- Whether there is an identifiable academic discipline or coherent set of related disciplines represented by the proposed unit;
- Whether and how the proposed restructuring would enhance the academic quality and the efficiency of our operation;
- Reasons why the current structure cannot adequately accommodate the mission of the unit;
- Whether the strategic intent of the unit will be served better by aligning with another academic unit at the same college or another college of the university.

Restructuring Principles:

1. Schools and departments may co-exist in the same college.
2. Units designated as a school will be led by a Director whereas departments will be organized under the leadership of a Chair. A unit defining itself as a school will have no Chair positions in its internal leadership structure.
3. The budgetary effect of restructuring at the college level is to remain cost neutral or, in light of the institution's budget picture, achieve overall savings. Any savings from restructuring will be reverted to the central budget saving measures.
4. Chairs are awarded up to 10.5 month faculty appointments, whereas Directors are exempt administrative appointments serving within a range of 11 to 12 months. Duration of the unit leadership appointment must be commensurate with the complexity of the unit and responsibilities that are associated with the management of the unit both during academic year and summer months. Given the significant variation among the academic colleges in size, scope, and complexity, it may be desirable for each college to further limit the range of possible contract duration for Directors and Chairs. Authority on arriving at such limitations resides with each college Dean.
5. A unit may be designated a department or a new school if established criteria for unit structure and leadership are met. However, there is no requirement or expectation that all units which meet those leadership criteria will be designated as departments or new schools.
6. An annual administrative instructional reassignment allotment will be allocated to each college according to an algorithm that takes pertinent factors into consideration, i.e. SCH production, national accreditations, number and nature of programs, and structural deficits in administrative FTE that may currently exist in the college. This allocation will be designated for administrative purposes, including Associate/Assistant Dean(s), directorships, specialized accreditations, unit leadership, and program/area coordination within each college including offsite and online delivery of both undergraduate and graduate programs. Each college Dean will have responsibility for applying this fixed amount of administrative instructional reassignment according to college circumstances and needs. The replacement cost for leadership assignments will be calculated at the average rate of applicable college adjunct rate.

HSS:	194 Credit Hours
NHS	251
EBS	213
MCB	47
PVA	78

7. Where recommended by the Dean, interim unit leaders for units that are leaving their school structures to become departments may be appointed to begin service as early as spring semester 2010, using replaced reassigned time derived from the FTE assigned through the formula described in No. 6 above.

8. Salaries for new unit leaders will be determined by July 1, 2010. The compensation model (e.g. reassigned time, stipend, or both) will be informed by the 9-month salary and augmented by the number of months that contract is extended. In addition, a flat monthly stipend, consistent with the complexity and scope of the role, may be assessed and added. Compensation for new academic unit leaders will adhere to the following procedures:

- a) Reassigned teaching time per semester/year, taking into account the scope, size, and demands of the position. (see table below)
- b) Additional months of compensated service during summer months, based on the 9-month salary, and taking into account the scope, size, and demands of the position. (see table below)
- c) Any additional stipend that is warranted, taking into account the scope, size, and demands of the position. (see table below)
- d) Deans are authorized to use the following table as a guideline to arrive at reassigned instruction time and stipend for unit leaders that are consistent with the unique characteristics and degrees of complexity of their programs.

Salary = (9-month salary) + [(Monthly Salary)*(additional summer months minus the number of months of university authorized annual leave)] + (monthly stipend)*(length of contract)

Administrative Categories	# of Degree Programs	Faculty & Staff Supervised	Reassigned Teaching Time/year (courses)	Administrative Unit Complexity	Monthly Stipend
Tier I	1	up to 10	1-2	Low	\$0.00 - \$150.00
Tier II	2-3	11-20	2-3	Low-Medium	\$150.00-\$250.00
Tier III	4-7	21-30	4	Medium-High	\$250.00-\$500.00
Tier IV	8+	31+	5	High	\$500.00-\$750.00

- e) Application of annual merit and salary increases will apply only to the 9-month base salary. The “annual merit” refers to Directors’ salary increases based on merit and is unrelated to the faculty merit pay being allocated to faculty members in the discipline of the exempt staff unit leader. However, the annual merit increase for chairs will be calculated and awarded by the Dean as part of the faculty merit pool.
- f) When the exempt staff unit leader returns to a faculty line, the 9-month salary will be operative.
- g) An investment of up to \$1500.00 for appropriate training and developmental programs for newly appointed unit leaders, subject to approval by the immediate supervisor and to the availability of adequate funding.
- h) Under special circumstances, where unique disciplinary specialty warrants, unit leaders may be authorized by the Dean for one paid overload instruction per semester during their contract length, including on and off site delivery of the courses.
- i) There is no additional month of compensation or stipend authorized for program coordinators.
- j) Accrual of time for annual leave (if applicable) in accordance with the university guidelines.

9. Terms of appointment are renewable and are as follows:

Chair	3 years
Director	3 years

This provision will be applied to individuals appointed on or after January 1, 2010. Five year terms will continue to apply to school Directors appointed prior to that date. Incumbent Directors are entitled to fulfill a five-year term if warranted under normal provisions for evaluation and reappointment. However, the reappointment of incumbent Directors will follow the new terms of appointment. When and if a current director (appointed before January 1, 2010) with faculty status returns to his/her home program, the following steps will be followed.

- a) The 9-month compensation will be calculated at 90% of CUPA, treating for rank, discipline, and time in rank at UNC including time as an administrator in accordance with the existing university practices.
- b) One-time compensation for any unused accrued annual leave (if applicable).

10. Program/area coordinators (when applicable) are appointed by the Dean on a year-to-year basis.

However, the total administrative allocation of colleges as described above will remain operative.

11. In accord with Board Policy, time served as Director is ineligible for accrual of earned sabbatical time eligibility, whereas time served as faculty (Chair and program coordinator) is eligible for accrual of sabbatical time eligibility.

12. While the title and term of contract might vary among Directors and Chairs, responsibility for administrative functions of the academic unit will remain the same in discharging its services to the faculty and students, and no hierarchy between the classifications is implied.

13. In any situation where there might be conflict between these guidelines and Board Policy/University Regulations, the Board Policy/University Guidelines will take precedence.

CC: President Norton
Director Marshall Parks
Faculty Senate Chair Professor Stephen Luttmann
Academic AVP's
File

Resources:

http://www.acenet.edu/resources/chairs/docs/HECHT_roles_respon.PDF

<http://www.ericdigests.org/1994/chair.htm>

<http://www.acenet.edu/resources/chairs/index.cfm?section=1&subsection=3>

<http://www.acenet.edu/resources/chairs/>

