

TO: Dr. Tracey Schwarze, *President of the Faculty Senate*

FROM: Senate Subcommittee to Review Departmental Chairs' Workload

(Committee members: Cheryl Mathews, Scott Pollard, Brian Bradie, Kelly Cartwright, Leland Jordan, Steven Breese)

RE: Recommendations to Faculty Senate (**amended and ratified on 4/27/06 by Senate**)

Executive Summary

During the months of February and March, 2006 the *Senate Subcommittee to Review Departmental Chairs' Workload* met to discuss, "...problems common to chairing in all academic departments at CNU." In particular, the committee deliberated the charges given to the Faculty Senate resulting from a meeting of chairs from both schools. Additionally, in view of the rapidly changing face of academia in concert with unprecedented changes that have transpired at CNU over the past 10 years, the committee thought it important to review other policies that measurably affect chairs' ability to perform their duties.

Department chairs are charged with many important and necessary functions at Christopher Newport. The transmogrification of chairs' duties over the past several decades—national trends that are both reflected and amplified at CNU—require the university to re-examine chairs' compensation and job assessment. The release time and additional compensation recommended in this report is a result of that re-examination.

Additionally, dedicated faculty members that take-on this important leadership function should be applauded for the time and efforts they invest in re-directing their professional focus. This service should be reflected in the evaluation procedures. The evaluation recommendations contained in this report should be adopted as quickly as possible to ensure that chairs are not inadvertently penalized for their important and necessary service to the university.

The Committee unanimously supports the results and recommendations contained in this report.

Recommendations

1. This committee concurs with the department chairs recommendation that all chairs be granted six-hour load reduction each semester, regardless of department size.
2. Any department that has fifteen full-time instructional faculty members or more (actively teaching), should be assigned an associate chair (who will receive one 3-hour release each semester). Further, The Committee recommends smaller departments be assigned associate chairs on a case-by-case basis. Department chairs needing temporary support would petition the Dean's office each semester on their department's behalf.
3. All department chairs are compensated for summer work at a rate of 1/9 of their base salary. Further, the committee recommends that summer responsibilities are clearly and contractually delineated in their summer stipend contract.
4. The Committee recommends the following balances of assessment:
 - Teaching 30%: All chairs at CNU must teach, but given the demands of the job, weighing teaching more than 30% is not reflective of time or energy invested.
 - Leadership 20%: Leadership is an important component to all of the chair's work. It would seem logical that leadership should weigh significantly into the chair's performance evaluation, since leadership is inextricably interwoven into the fabric of the chairs' responsibilities. It is multi-faceted and may be assessed in many ways. The procedures to assess this vital function should be studied and quantified at the time of implementation.
 - Service vs. Scholarship 50%: The division/breakdown between these two areas will be determined by the chair (in consultation with the Dean) for each contractual period, but scholarship should not be less than 10%, and service should not be less than 20%.
5. The Committee recommends that only tenured faculty be eligible to serve as department chairs. In the event that a department has no tenured senior faculty, the department should make it a priority to search for a qualified faculty member to serve as chair.
6. The Committee recommends that all academic departments be staffed with a full-time dedicated secretary.