

**Reflective Reorganization
August 6, 2008**

Meeting: Ken Ayoob, Jim Howard, Nancy Hurlbut, Colleen Mullery (convener and notetaker)

Goal: Standardize Department Chair Assigned Time across Colleges.

Consider implementing Sacramento State Model

Below is the Sac State formula used to standardize dept. chair assigned time; note change in final rubric. They weighted summer school more heavily because of amount of summer school activity.

Measures (derived from CSUS Department Chair Support Model):

- Permanent Faculty (FTEF)
- Temporary Faculty (FTEF and headcount)
- Students (FTES and number of majors)
- Staff (FTE and headcount)

Weighting of above size measurements:

- Faculty: 50%
 - Permanent faculty: 70%
 - Temporary faculty: 30%
- FTEF: 50%
- Headcount: 50%
- Students: 35%
 - Majors: 60%
 - FTES: 40%
- Staff: 15%
 - FTE: 50%
 - Headcount: 50%

Determine size factor for each measure based on following:

Size Factor – measure for department/measure for largest department

E.g., if the largest department had 34.5 FTEF Permanent faculty and the department in question had 21, then its size factor for this measure was $21/34.5 = .609$

Compute Score (composite measure of department size) – Formula:

$$\text{Score} = 50 [.7 \times \text{perm FTEF} + .3 (.05 \times \# \text{ temp} + .5 \times \text{FTEF temp})] + 35 (.6 \times \text{majors} + .4 \times \text{FTES}) + 15 (.5 \times \# \text{ staff} + .5 \times \text{FTE staff})$$

Use score to standardize department chair support:

Score range	Less than 10	10-24	25-40	More than 48
Assigned time level	.4, AY	.4, AY	.6, 12-month	1.0, 12-month

Goal: Improve administrative oversight of departments

Question: Would administration of departments improve with division chairs (super chairs) or MPPs and program leaders. What would be the cost of such a model?

For example – CAHSS could be administered by 3 Division chairs for the current 16 departments

3 .5 12-month; 1.0 AY division chairs
Program leaders for current departments (13 or 16?)

Questions (with some answers) to consider:

- Who would do scheduling? Division chairs in consultation with program leaders
- Who would do curriculum changes?
- What is the role of the division chair for RTP? They could write RTP letters just as current department chair.
- Would they advise students?
- How would they be appointed? Recommended by the faculty.
- The term? 4 or 5 years.
- Evaluation of division chair?
- Must be tenured, professor rank preferred.
- What would be the cost? .5 12-month; full-time AY
- What is the cost of the model compared to previous cost?
- Where is the department office.
- Where do the students go.
- Dept Identity? Departments should not lose their identity represented by a program leader who reports to super chair
- Logistical issues:
 - where is the copy machine/mail boxes;
 - geography – where are the faculty offices?
 - Staff offices? Classrooms?
- How allocated? Each college receives department chair allocation; faculty figure it out?
- What will be the cost savings if we move to this model?

Goal: Review other department cost variables

Summer pay for department chairs – stipend vs. 12-month
Review cost of vacation pay, buy out when chairs resign/retire
Support staff – 12 month vs. 10 month
Level of support staff – FTE compared to other benchmark measures

Goal: Improve College Administration

College of Professional Studies

- Nursing and Psychology move into CPS
 - Better balance the administrative oversight of the colleges
 - Professionally oriented degree programs
 - A possible ‘cluster’: Nursing/Child Development/ KRA
- Responsibilities of current CPS Associate Dean move down to SOE;
- Director of the SoE – MPP position

All Colleges

Review **Staffing levels** at the College level

Move **graduate programs** back to the colleges (eliminate Dean) with a faculty program leader; International studies should report directly to the Provost.

Support for faculty to receive funding is needed; where does that come from; should every college have a grant writer; colleges need **advancement** people;

ITCs should not be consolidated; possibly give desk top support to Anna; special needs stay at the College (e.g, speciality labs).

Budget coordinators should stay at the College level – provide important support to the Deans; Institutional research – budget support – both are needed at the OAA level

C. Mullery
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