

BOWDOIN COLLEGE

SENIOR VICE PRESIDENT AND DEAN FOR ACADEMIC AFFAIRS

Enhanced Compensation for Academic Department Chairs and Program Directors

Announced April 21, 2022

Effective July 1, 2022

As part of our commitment to provide support for members of the faculty at distinct stages in their careers, the dean's office has revised the chair/director compensation policy to provide increased financial compensation and additional time through course releases for chairs and directors who serve a full term. These revisions seek to acknowledge and reward the valuable service that all chairs and directors give to the College, while recognizing that chairs' and directors' workloads differ among departments and programs. We especially acknowledge:

- the critical role chairs and directors play in shared governance;
- the increase in chair and director workloads over time;
- the leadership role that chairs and directors provide in diversity, equity, and inclusion initiatives;
- the interruptions in scholarly and artistic work that chairs and directors experience.

Under this new chair/director compensation policy, the standard term will be **four years**, served contiguously, with a stronger expectation that departments and programs will strategically plan sabbatical schedules to enable chairs and directors to serve full terms. Typically, many chairs and directors have extended their three-year terms to four years. Moreover, we have found that four-year terms best serve departments/programs and the College, and that with the benefit of consistent experience chairs and directors find the fourth year of service less onerous.

The two financial options for chair/director compensation, the choice of stipend or leave supplement, remain, but are enhanced under the new policy. The annual chair/director stipends will now be **\$8,000** beginning in year one and will remain so in each year (rather than increasing by year), to recognize that the first year of chairing/directing is often, in fact, the hardest. This is an increase of \$4,000 in the first year, \$3,000 in the second year, and \$2,000 in the third and subsequent years. Chairs/directors who select the leave supplement option will accrue up to a full paid semester's leave, as before. However, regardless of which option they choose, chairs/directors who serve a full four-year term will additionally be granted **\$6,000 from a new Chair/Director Enrichment Fund** at the end of their service, which may be used for professional development and scholarly or artistic work.

In addition to the stipend or leave supplement and the enrichment grant, *all* chairs/directors of academic departments/programs who serve the full four years will also **receive one course release** during their term (generally in one of the latter two years). This is an enrichment of the

current compensation policy and will result in **22 departments/programs** whose chairs do not currently receive a course release for this service being granted one.

Chairs/directors of the largest departments/programs (permanent headcount of 10 or above) will receive a **total of two course releases**, one normally to be taken in the first two years, the second in the second two years. This category currently includes all six departments/programs whose chairs, under the old policy, received a single course release and an additional six whose chairs did not previously receive any course releases.

For additional details, please see the below FAQ.

FAQ

1. What does the new policy look like going forward, and how does it apply to chairs/directors already partway through their terms of service?

Chart 1 below outlines the policy going into effect July 1, which will apply fully to those who begin a new term of service as chair/director in the 2022-23 academic year.

Chart 2 outlines how the policy will apply to chairs/directors who will be in their second or subsequent years of service during the 2022-23 academic year.

Chart 3 outlines the staffing headcounts used to determine groupings: **Group A** departments/programs are those with >10 ongoing staffing headcount and whose chairs/directors will be eligible for two course releases; **Group B** departments/programs are those with <10 ongoing staffing headcount and whose chairs/directors will be eligible for one course release.

Each incoming or continuing chair/director is invited to review the particulars of their individual situation or compensation with Associate Director of Academic Budgets and Financial Planning Saari Greylock in the Dean's Office.

2. Why was headcount used as the metric of choice in determining the size of a department/program?

After considering many factors including FTE, number of visiting faculty, number of majors, number of students enrolled in courses, staff supervisory responsibilities, and management of facilities, we found that total headcount of ongoing faculty and staff was consistently the metric that correlates best with chair workload and is the most stable measure over time.

Headcount recognizes that chair responsibility extends to all members of the department, whether they are serving in a full-time or part-time capacity. Likewise, faculty, lab instructors, and staff who are formally jointly appointed in two departments/programs are counted in both, again recognizing that they are part of the responsibility and workload for both chairs.

The calculations were based on allocated permanent/ongoing staffing levels for 2022-23 of departmental faculty, lab instructors, and staff (including ongoing although currently vacant positions) and will be updated whenever there is a change to the ongoing allocated staffing level

(either faculty or staff) of a department or program. See Chart 1 for department/program headcount information.

3. When does the new policy take effect?

The new policy becomes effective July 1, 2022, for all incoming chairs/directors. For those who are already serving chair/director terms, there will be a phased implementation. Please see additional information in Chart 2 below. No elements of this policy are retroactive.

4. Are there any changes to the leave supplement option?

Yes. While the level of sabbatical leave support per year of continuous chair service will remain the same, with a four-year term providing a fully paid second semester of sabbatical leave, chairs/directors who serve a full term will now also be awarded a \$6,000 chair/director enrichment grant at the completion of their service. Please see Chart 1.

5. Are there any changes to the stipend option?

Yes. Chairs/directors who select the stipend option will receive \$8,000 per year rather than the incremental amounts of \$4,000, \$5,000, and \$6,000 over three or more years. In addition, chairs/directors who serve a full four-year term will now also be awarded a \$6,000 chair/director enrichment grant at the completion of their service. Please see Chart 1.

6. If a chair/director elects the annual stipend option, will their eligibility for a leave supplement from the FDC be affected?

It does not affect eligibility but may impact the amount of an FDC grant. If a faculty member serves as chair/director for 1 or 2 years and selects the stipend option, they may still apply to the FDC for a leave supplement for their next sabbatical and any such grant, if awarded, would be at the standard 37.5% of annual salary (= 75% of one semester's salary). If a faculty member serves as chair for 3 or 4 years and selects the stipend option, they may still apply to the FDC for a leave supplement for their next sabbatical but any such grant, if awarded, would be capped at a maximum of 25% of annual salary (= 50% of one semester's salary). This adjustment to FDC funding levels is intended to create a degree of compensation equity between the two options.

Please note that selecting the leave supplement option for chair compensation provides guaranteed levels of funding for a year-long sabbatical. All new chairs/directors are encouraged to meet with Saari Greylock to discuss their options.

7. What happens in the future if chairs/directors serve fewer than the full four years?

Once this policy is implemented, chairs or directors who serve fewer than the full four years will receive the appropriately scaled leave supplement or the enhanced stipend for their term of service but will receive fewer or no course releases depending on the size of the department or program and will not be eligible for the chair/director enrichment grant. As is current policy, non-contiguous years of service will not be counted as a full term of service. For additional details, see Chart 1.

8. How does this policy compare to our peers?

Chair compensation practices among our peer schools vary widely. A number provide options for choosing between either course releases or sabbatical leave supplements. The changes we outline here offer both time *and* money to those chairs/directors who serve full terms, and we feel confident that this policy is comparable to those of our peers.

9. Will a chair's/director's course release be replaced?

Chair/director course releases will not be replaced, and the expectation is that the timing of course releases will be discussed/worked out with the department/program and the dean's office. In addition, as is current practice, the expectation is that released courses will not be lab courses (where applicable).

Chart 1: Compensation Structure for new chairs/directors beginning 2022-23

For chairs/directors who serve full 4-year terms:					
	Compensation	Year 1	Year 2	Year 3	Year 4
Choice of:	Leave supplement	10%	10%	15%	15% + \$6K grant
	Stipend	\$8,000	\$8,000	\$8,000	\$8K + \$6K grant
Plus:	Group A:	1 course release		1 course release	
	Group B:	--	--	1 course release	

For chairs/directors who serve for 3 years:				
	Compensation	Year 1	Year 2	Year 3
Choice of:	Leave supplement	10%	10%	15%
	Stipend	\$8,000	\$8,000	\$8,000
Plus:	Group A:	--	1 course release	
	Group B:	--	--	--

For chairs/directors who only serve for 1 or 2 years:			
	Compensation	Year 1	Year 2
Choice of:	Leave supplement	10%	10%
	Stipend	\$8,000	\$8,000
Plus:	Group A:	--	--
	Group B:	--	--

Chart 2: Phase-in Implementation Schedule

Looking ahead, what does this mean for me?		
In 2022-23, I will be in my...	Policy Impact	Compensation
1st year of a new term	Fully effective	See Chart #1 for compensation depending on length of term
2nd year of a 3-year term	Transition: Effective for remaining term	Leave supplement option: no change Stipend option: Increased to \$8,000 annually Group A: 1 course release Group B: 0 course release
2nd year of a 3-year term but I will extend term to a 4th year	Transition: Effective for remaining term	Leave supplement: 50% suppl + \$6K grant Stipend option: \$8,000 annually + \$6K grant Group A: 2 course releases Group B: 1 course release
3rd year of a 3-year term	Impact on stipend only	Leave supplement option: no change Stipend option: Increased to \$8,000 annually No course release unless provided by old policy
3rd year of a 4-yr term / 3rd year of a 3-yr term but I will extend term to a 4th year	Transition: Effective for remaining term	Leave supplement: 50% suppl + \$6K grant Stipend option: \$8,000 annually + \$6K grant Group A: 1 course release Group B: 1 course release
4th year of a 4-year term	Transition	Leave supplement: 50% suppl + \$6K grant Stipend option: \$8,000 annually + \$6K grant Group A: 1 course release Group B: 1 course release

All incoming and continuing chairs/directors are warmly invited to reach out to Saari Greylock (s.greyllock@bowdoin.edu) to ask any questions and discuss their particular situation/options

Chart 3: Groupings by Department/Program Permanent Headcount

Dept/Program	Headcount	Group	# Course Releases
Biology	27	A	2
English	18	A	2
Chemistry	17	A	2
Government & Legal Studies	16	A	2
History	16	A	2
Romance Languages & Literatures	16	A	2
Asian Studies	14	A	2
Theater & Dance	14	A	2
Economics	13	A	2
Music	13	A	2
Physics	12	A	2
Mathematics	11	A	2
Environmental Studies	9	B	1
Earth & Oceanographic Science	9	B	1
Computer Science	8	B	1
Neuroscience	8	B	1
Visual Arts	8	B	1
Biochemistry	7	B	1
Psychology	7	B	1
Sociology	7	B	1
Anthropology	6	B	1
Art History	6	B	1
Classics	5	B	1
Education	5	B	1
Africana Studies	4	B	1
Cinema Studies	4	B	1
Digital & Computational Studies	4	B	1
German	4	B	1
Gender, Sexuality, & Women's Studies	4	B	1
Middle Eastern & North African Studies	4	B	1
Philosophy	4	B	1
Religion	4	B	1
Latin American, Caribbean, & Latinx Studies	3	B	1
Russian	2	B	1

Updated 21 March 2022 for 2022-23 data