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Guiding Principles for Department Chair/Associate Dean Compensation (9-month faculty (AY))

Department Chairs and Associate Deans play a vital role in the successful management of the University's mission. We want the best and brightest to serve, which in some disciplines may be those who obtain extramural support for their research.

Expectations of provision of summer salary (which if not working at 100% as chair can be adjusted – see examples 1 – 3):

- 1) The university provides summer ninths in the expectation a substantial amount of time will be spent during the summer on Chair's/Associate Dean's business.
- 2) The granting agency provides summer ninths in the expectation the PI will work for a percentage of full time on the research grant related to the amount paid by the grant during that period.

The potential components of compensation, all from the School/College budget **and prorated according to percentage appointment**, are

- 1) Summer salary up to two (2) ninths (accrues retirement benefits at UCR), using Earn Code DIF
- 2) An administrative stipend for increased responsibilities up to a maximum of \$20,000/year for Chairs and \$30,000 for Associate Deans, in part to allow flexibility such as that described in example 3 below and is **not to be considered usual**.

Deans should develop their own guidelines to ensure equitable treatment in the determination of the proportion of the maximum to be awarded, both in terms of summer ninths and stipend, if both apply. A variety of criteria, such as work towards achievement of School/College goals may be appropriate, as would whether any of the following incentives.

- 3) Incentives such as graduate student support (for example as a reward for receipt of a grant), research allowance, and course release are entirely at the discretion of the Dean.
- 4) If a Chair/Associate Dean has summer ninths budgeted on a grant, the amount of time dedicated to research must be equivalent to salary received from the grant. For example, one cannot receive two (2) summer ninths from a grant and two (2) summer ninths as Associate Dean. However, the Dean may increase the stipend up to the maximum.

**It is important the total compensation for a given set of duties be as consistent as possible from one Chair/Associate Dean to the next. It has to be based on defined criteria and defensible to auditors.**

**Note:** Auditors are always looking for more than 100% compensation. Deans should be prepared to respond to questions from auditors and should never describe summer ninths as being “converted” to a stipend.

**Example 1:** Jane Chen has an NSF grant and appointed as Department Chair at 50% time. Her NSF grant provides two (2) summer ninths and for service as Department Chair, her package is one (1) summer ninth, a \$10,000 annual stipend, and two (2) course releases. She has the following options:

- a) Take two (2) summer ninths from her grant and one (1) summer ninth for service as Department Chair, work proportionately on each activity over the summer and place greater emphasis on chair's duties throughout the academic year.
- b) Take one (1) summer ninth from her grant and one (1) summer ninth for service as Department Chair and work proportionately on each activity over the summer. She can re-budget her NSF grant through the Office of Research and Economic Development (RED) to provide extra funds on the grant (equivalent to the remaining one (1) summer ninth) to help support a graduate student and advance the research.

**Note:** summer ninths from a grant do not accrue retirement benefits.

**Example 2:** Jose Cortez has an NIH grant and appointed as Department Chair 50% time. The grant provides three (3) summer months of salary. His package is one (1) summer ninth, a \$10,000 annual stipend, and two (2) course releases. He has the following options:

- a) Take three (3) summer ninths from the grant, work full time during the summer on his research, under which circumstance, the Department Chair's summer ninth would be paid to a temporary Department Chair.
- b) Take one (1) or two (2) summer ninths from the grant and one (1) summer ninth as Department Chair and work proportionately on each activity. He can repurpose the remaining ninths to support other activities on the grant (NIH is more flexible).

**Example 3:** Jack Smith has an NSF grant and is appointed as Associate Dean < 100% time. His NSF grant provides two (2) summer ninths and for service as Associate Dean, his package is two (2) summer ninths, a \$10,000 annual stipend and three (3) course releases. He has the following option:

- a) Take two (2) summer ninths from the grant, one (1) summer ninth as Associate Dean, work proportionately on each activity during the summer and negotiate with the Dean to raise the stipend by the equivalent of one (1) summer ninth.

### Guiding Principle for Department Chair/Associate Dean Compensation (12-month faculty (FY))

For 12-month faculty, the stipend maximum can be increased to compensate for the inability to provide summer ninths: a maximum of \$60,000 for fulltime Associate Deans and a maximum of \$50,000 for Department Chairs. This maximum is **not to be considered usual** and may illicit scrutiny/attention of an auditor.