

Report on the ADE-ADFL Chairs' Compensation Survey, 2011

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Report on the ADE-ADFL Chairs' Compensation Survey, 2011

IN MARCH 2011, the ADE and ADFL contacted the chairs of 3,173 departments of English and foreign languages to collect information about how department chairs are compensated for their administrative work. The ADE first conducted such a survey in 2000, at the request of attendees of the 1999 ADE Summer Seminar in Polson, Montana. The results of that survey appear in *ADE Bulletin* 127 (2001). In 2005, the ADFL conducted a parallel survey, publishing the results in *ADFL Bulletin* 37.1 (2005), 37.2–3 (2006), and 38.1–2 (2006–07). In spring 2011, the ADE and ADFL conducted another survey of department chair compensation. The executive committees of the ADE and ADFL hope that up-to-date information will help chairs negotiate compensation packages. The survey has been made part of the MLA research office's digital infrastructure to facilitate regular repetitions.

Table 1 shows that 3,173 departments were contacted and 676 responded, yielding an overall response rate of 21.3%. (The response rate for doctorate-granting and master's-granting departments was similar, at 24.5% and 24.2%, respectively; the rate for bachelor's-granting departments was 19.2%.) Of the responding departments, 38.5% were English, 52.2% foreign languages, and 9.3% some interdisciplinary combination (e.g., humanities or English and other modern languages); the bachelor's was the highest degree granted in 53.6% of responding departments, the master's in 22.2%, and the doctorate in 24.3%. Thus doctorate- and master's-granting departments are slightly overrepresented (only 21.1% and 19.5%, respectively, of departments contacted), and bachelor's-granting departments are slightly underrepresented (59.4% of departments contacted).

Table 2 provides institutional characteristics, by department count, of surveyed and responding departments, including Carnegie classification, institutional control, and institutional size. The proportions of contacted and responding departments at different institutional types are fairly close: departments at baccalaureate institutions were 29.0% of those surveyed, for instance, and 27.1% of respondents. Proportions of public and not-for-profit institutions contacted and responding were also similar, although public institutions, which made up 37.6% of contacted departments, are overrepresented as 43.8% of responding departments. Institutions with over 20,000 students (18.0% of contacted departments) are also overrepresented (23.4% of responding departments).

By institutional count, **table 3** shows respondents' institutional types (for institutions in the United States) or location in Canada: 95.1% of respondents are in the United States (29.8% doctoral, 36.0% master's, 28.9% baccalaureate, 0.4% other), and 4.9% are in Canada; two responding departments (0.4%) are in specialized institutions that are not included in the Carnegie classifications *doctoral*, *master's*, or *baccalaureate*. Doctorate and public institutions are overrepresented among respondents. In the 2010–11 academic year, 87.1% of respondents indicate that their

institution follows a two-semester system, 6.2% a quarter system, and 5.6% some other system (table 4). Of the respondents from United States institutions, an overwhelmingly high percentage of institutions have a tenure system: 97.2% of respondents work at an institution that has a tenure system, whereas only 2.5% report not having one (table 5).

Table 6 gives figures for gender that enhance the institutional-type breakdown in table 2. In table 6, we see that, in the United States, women make up 44.9% of doctoral respondents, men 53.4%; 53.1% of master's respondents are women, 46.9% men; and 55.7% of baccalaureate respondents are women, 44.3% men. Thus more responding chairs of doctoral departments are men, and more responding chairs of master's and baccalaureate departments are women. The percentage of responding men chairing Canadian departments, 54.5%, is close to the figure for doctoral departments in the United States. Overall, women are 50.6% of respondents, men 48.8%.

Unionization, shown in table 7, is common only among responding institutions in Canada, where all faculty members are unionized at 66.7% of respondents' institutions; only 14.5% of respondents from United States institutions report that all faculty members are unionized. Unionization does not appreciably affect reported stipend amounts.

The figures for the number of faculty members in respondents' departments are broken out by employment status (table 8). We see here that 56.1% of respondents have no more than five full-time non-tenure-track faculty members in their department, and 45.6% have no more than five part-time non-tenure-track faculty members. The percentages decline as the number of non-tenure-track faculty members in a department increases.

When asked to compare their compensation package with that of other chairs at their institution, nearly two-thirds of respondents (62.7%) rate it as average, 17.6% as below average, 12.0% as above average, and small percentages as quite divergent (table 9).

How chairs are chosen and how their duties are determined seem to vary by respondents' institutional type (table 10). Institutional policy determines chairs' duties in most departments (63.3%) but especially in baccalaureate departments (70.2%). Negotiation with the dean, provost, or president is more common in doctorate-granting departments (36.0%) than in the other types. Departmental election recommending to an appointing dean is the most common mechanism for choosing chairs among all departments (39.2%), but appointment by a dean (24.4%), departmental election by the faculty (19.7%), and some other mechanism (14.1%) are also reported.

Table 11 shows that 68.9% of respondents' contracts did not change from an academic year to a longer basis when they became chair. For 30.0% of respondents, such a change did take place.

Tables 12–15 detail what types of supplemental compensation, including stipends, respondents receive for chairing and give a sense of the variety of compensation packages offered. The most common form of compensation for chairs, as shown in table 12a, is a temporary stipend, received by 64.0% of all respondents; another 23.5% receive additional months of salary as warranted by contract extension, and

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10.9% receive a permanent addition to their base salary. Of the respondents, 9.3% receive a promise of a one-semester paid leave or sabbatical, and 14.3% receive additional discretionary funds (e.g., for travel). Only 12.7% do not receive an extra stipend or other additional benefits. In [table 12b](#), which presents the chief forms of compensation given in combination with an annual stipend, we see that the stipend is the only form of supplemental support for 35.4% of respondents (and for 55.2% of respondents who report receiving a stipend). The most common combination of forms of supplemental support is a stipend plus additional months of salary (12.1% of respondents and 19.0% of respondents receiving a stipend). [Table 12c](#) breaks out responses by institutional type and shows that stipends are most common in departments in doctorate and Canadian institutions and least common in departments in baccalaureate institutions. Only in departments in doctorate institutions are additional months of salary commonly given, for 41.2% of respondents at departments in doctorate institutions, as warranted by contract extension. Most respondents—63.4%—receive only one form of compensation, 22.6% receive two, 9.6% receive three, and 4.4% receive four or more ([table 12d](#)).

[Table 13](#) breaks out by institutional type the approximate amounts of responding chairs' stipends. Among all departments, the largest percentages of responding chairs receive stipends of \$1,000–\$3,000 (19.1%), \$5,001–\$10,000 (18.5%), and \$3,001–\$5,000 (16.1%). But these percentages are quite different when broken down by institutional type: in departments in doctoral institutions, the most common stipend amount is more than \$10,000 (40.9%), whereas for departments at master's institutions it is \$5,001–\$10,000 (26.7%), and at baccalaureate institutions it is \$1,000–\$3,000 (26.8%; 34.3% did not respond). Sixty-seven of the 115 chairs receiving the highest stipends are in departments in doctoral institutions, 25 in master's, and 23 in baccalaureate.

[Table 14](#) provides percentages by gender for all chairs' stipends. The largest percentage of women (aside from no response), 19.8%, report a stipend of \$1,001–\$3,000, but for men the largest percentage, 21.8%, report a stipend of over \$10,000. Of the 115 chairs reporting stipends over \$10,000, 42 (36.5%) are women, and 72 (62.6%) men.

Notably, a quarter of survey respondents (24.9%) did not answer the stipend question in [tables 13](#) and [14](#), but we know from [table 12](#) that half of nonrespondents reported not receiving a stipend. The higher percentage of men with larger stipends is explained in small part by men's greater representation as chairs in doctoral departments: [table 6](#) shows that men make up slightly less than 50% of all survey respondents but slightly more than 50% of the group chairing doctoral departments.

[Table 15](#) presents stipend amounts by respondents' gender and institutional type, including only institutions in the United States and excluding respondents who did not answer questions about gender and stipend. Proportions of the men and women in each stipend category are within ten percentage points of each other, except in the two highest categories at doctoral institutions and in the highest category at master's institutions: a larger percentage of the women report stipends of \$5,001–\$10,000 at doctoral institutions (43.3%, versus 25.4% for men), but larger percentages of the men (53.5% and 26.3%) report a stipend of over \$10,000 at both doctoral and master's institutions (53.5% and 26.3%, versus 40.0% and 16.9% for women).

Across all institutional types, respondents overwhelmingly receive release time from teaching as chair. The highest percentage of responding chairs receiving release time is in doctoral institutions, at 96.7%, followed by 93.9% in Canadian institutions, 93.7% in master's institutions, and 79.1% in baccalaureate institutions (table 16).

Table 17 shows the average number of courses respondents taught in the academic years preceding and following their appointment as chair. Among chairs in institutions on a semester system the greatest percentage (35.1%) receive a two-course reduction, whereas among chairs in an institution on a quarter system the greatest percentage (27.0%) receive a three-course reduction (table 17a; it should be noted that 88.1% of respondents who indicated type of academic calendar teach in institutions that have a semester system). Breaking these figures out by institutional type shows that the largest percentages of responding chairs at doctoral institutions and at master's institutions receive a two-course reduction (45.0% and 31.0%, respectively), whereas the largest percentage of baccalaureate chairs (30.1%) receive no reduction (table 17b). Among respondents who receive a course reduction, shown in table 17c by institutional type, the average annual course load is 2.1 for those at doctorate institutions on a semester system, representing an average reduction of 2.3 courses. Among respondents at master's institutions on a semester system, the average annual course load is 3.7, representing an average reduction of 3.2 courses, and among respondents at baccalaureate institutions on a semester system, the average course load is 4.3, representing a reduction of 2.1 courses.

Respondents receive various forms of support as chairs: an administrative assistant, shared by the whole department, is most common (65.8% of respondents), followed by student aides (37.1%) and an assistant or associate chair (17.1%) (table 18a). An administrative assistant shared by the whole department is the most common form across most institutional types (table 18b), as is a single form of support, but receiving two forms is also common (table 18c).

Table 19 shows that 84.5% of respondents have the administrative title of chair, 8.9% head, and 6.2% some other title. Nearly all respondents, 94.2%, hold tenure (table 20); over half (54.4%) hold the rank of professor, 39.6% associate professor, and 3.4% assistant professor (table 21).

In table 22a we see that 52.5% of respondents are on a nine- or ten-month contract, and 39.7% are on an eleven- or twelve-month contract. Chairs at doctoral institutions are more often on an eleven- or twelve-month contract, and chairs at master's and baccalaureate institutions are more often on a nine- or ten-month contract. Canadian respondents tend to be on an eleven- or twelve-month contract. Table 22b shows that, for those responding chairs on an eleven- or twelve-month contract, the contract length changes when a person becomes chair, for 82.9% of respondents at doctoral institutions and 60.3% at master's, but it does not change for most (71.1%) at baccalaureate institutions.

The most common term length for chairs across all institutional types is three years: 51.4% at doctoral institutions, 55.3% at master's institutions, 42.9% at baccalaureate institutions, and 45.5% at Canadian institutions (table 23). Significant percentages of responding chairs at doctoral institutions (25.3%) and in Canada (30.3%) have four- to six-year terms, and 26.9% at baccalaureate institutions serve indefinitely at the dean's discretion.

Table 1
Departments Contacted and Responding, by Department Program and Highest Degree Offered

	Departments Contacted		Departments Responding		Response Rate
	Number	Percentage	Number	Percentage	
Language and Literature Program					
English	1,043	32.9	260	38.5	24.9
Languages other than English	1,745	55.0	353	52.2	20.2
Combined departments	385	12.1	63	9.3	16.4
Total	3,173	100.0	676	100.0	21.3
Highest Degree Offered					
Bachelor's	1,884	59.4	362	53.6	19.2
Master's	619	19.5	150	22.2	24.2
Doctorate	670	21.1	164	24.3	24.5
Total	3,173	100.0	676	100.0	21.3

Table 2
Departments Contacted and Responding, by Institutional Characteristics

	Departments Contacted		Departments Responding	
	Number	Percentage	Number	Percentage
Institutional Type				
United States				
Doctoral	989	31.2	247	36.5
Master's	1,016	32.0	209	30.9
Baccalaureate	920	29.0	183	27.1
Associate's	8	0.3	2	0.3
Special-focus	40	1.3	2	0.3
Tribal college	1	0.0	0	0.0
Canadian	199	6.3	33	4.9
Total	3,173	100.0	676	100.0
Institutional Control				
United States				
Private for-profit	4	0.1	0	0.0
Private not-for-profit (no religious affiliation)	781	24.6	151	22.3
Private not-for-profit (religious affiliation)	997	31.4	196	29.0
Public	1,192	37.6	296	43.8
Canadian	199	6.3	33	4.9
Total	3,173	100.0	676	100.0
Institutional Size				
United States				
Under 1,000	224	7.1	23	3.4
1,000–4,999	1,273	40.1	261	38.6
5,000–9,999	437	13.8	92	13.6
10,000–19,999	464	14.6	108	16.0
20,000 and above	570	18.0	158	23.4
Canadian	199	6.3	33	4.9
No response	6	0.2	1	0.1
Total	3,173	100.0	676	100.0

Note

The figures used here are taken from United States government data and thus do not include breakdowns by type, control, and size for Canadian institutions.

Table 3
Institutions Housing Departments Contacted and Responding, by Institutional Characteristics

	Institutions Housing Departments Contacted		Institutions Housing Departments Responding	
	Number	Percentage	Number	Percentage
Institutional Type				
United States				
Doctoral	258	17.9	151	29.8
Master's	590	40.9	182	36.0
Baccalaureate	483	33.5	146	28.9
Special-focus	37	2.6	2	0.4
Tribal colleges	1	0.1	0	0.0
Canadian	66	4.6	25	4.9
Total	1,442	100.0	506	100.0
Institutional Control				
United States				
Private for-profit	4	0.3	0	0.0
Private not-for-profit (no religious affiliation)	291	20.2	107	21.1
Private not-for-profit (religious affiliation)	572	39.7	162	32.0
Public	509	35.3	212	41.9
Canadian	66	4.6	25	4.9
Total	1,442	100.0	506	100.0

Note

The figures used here are taken from United States government data and thus do not include breakdowns by type, control, and size for Canadian institutions.

Table 4
Academic Calendar of Respondents' Institutions, 2010–11

	Number	Percentage
Semester system	588	87.1
Quarter system	42	6.2
Other	38	5.6
No response	8	1.2
Total	676	100.0

Table 5
Existence of Tenure System at Respondents' Institutions

	Number	Percentage
Has tenure system	625	97.2
Does not have tenure system	16	2.5
Not applicable or unknown	2	0.3
Total	643	100.0

Note

This count includes only institutions in the United States.

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Table 6
Gender of Respondents, by Institutional Type

	Women	Men	Unknown	All Respondents
United States				
Doctoral				
Number	111	132	4	247
Row percentage	44.9	53.4	1.6	100.0
Column percentage	32.5	40.0	100.0	36.5
Master's				
Number	111	98	0	209
Row percentage	53.1	46.9	0.0	100.0
Column percentage	32.5	29.7	0.0	30.9
Baccalaureate				
Number	102	81	0	183
Row percentage	55.7	44.3	0.0	100.0
Column percentage	29.8	24.5	0.0	27.1
Special-focus or associate's				
Number	3	1	0	4
Row percentage	75.0	25.0	0.0	100.0
Column percentage	0.9	0.3	0.0	0.6
Canadian				
Number	15	18	0	33
Row percentage	45.5	54.5	0.0	100.0
Column percentage	4.4	5.5	0.0	4.9
Total				
Number	342	330	4	676
Row percentage	50.6	48.8	0.6	100.0
Column percentage	100.0	100.0	100.0	100.0

Table 7
Unionization of Faculty Members at Respondents' Institutions

	None Are Unionized		All Are Unionized		Some Are Unionized		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
United States	473	73.6	93	14.5	77	12.0	643	100.0
Doctoral	177	71.7	26	10.5	44	17.8	247	100.0
Master's	133	63.6	61	29.2	15	7.2	209	100.0
Baccalaureate	159	86.9	6	3.3	18	9.8	183	100.0
Associate's	4	100.0	0	0.0	0	0.0	4	100.0
Canadian	6	18.2	22	66.7	5	15.2	33	100.0
Total	479	70.9	115	17.0	82	12.1	676	100.0

Table 8
Number and Employment Status of Faculty Members in Respondents' Departments

	Tenured and Tenure-Track		Full-Time Non-Tenure-Track		Part-Time Non-Tenure-Track	
	Number	Percentage	Number	Percentage	Number	Percentage
0–5 faculty members	155	22.9	379	56.1	308	45.6
6–10 faculty members	200	29.6	96	14.2	118	17.5
11–20 faculty members	192	28.4	70	10.4	85	12.6
21–63 faculty members	127	18.8	45	6.7	76	11.2
No response	2	0.3	86	12.7	89	13.2
Total	676	100.0	676	100.0	676	100.0

Table 9
**How Respondents Rate Their Compensation Package,
 Compared with That of Other Chairs at Their Institution**

	Number	Percentage
Average	424	62.7
Below average	119	17.6
Above average	81	12.0
Much below average	22	3.3
Much above average	3	0.4
No response	27	4.0
Total	676	100.0

Table 10
Determination of Duties and Selection of Chairs

	Doctoral		Master's		Baccalaureate		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Determiner of Chairs' Duties								
Institutional policy	96	58.5	78	52.0	254	70.2	428	63.3
Negotiation with the dean, provost, or president	59	36.0	45	30.0	86	23.8	190	28.1
Union contract	7	4.3	24	16.0	20	5.5	51	7.5
No response	2	1.2	3	2.0	2	0.6	7	1.0
Selection of Chairs								
Recommended to an appointing dean by departmental election	74	45.1	68	45.3	123	34.0	265	39.2
Appointed by the dean	49	29.9	24	16.0	92	25.4	165	24.4
Elected by the department faculty	16	9.8	36	24.0	81	22.4	133	19.7
Other	21	12.8	18	12.0	56	15.5	95	14.1
No response	4	2.4	4	2.7	10	2.8	18	2.7
Total	164	100.0	150	100.0	362	100.0	676	100.0

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Table 11
Contract Term Changes on Appointment as Chair

	Number	Percentage
Contract did not change from an academic year	466	68.9
Contract extended to longer than an academic year	203	30.0
No response	7	1.0
Total	676	100.0

Table 12a
Forms of Compensation Chairs Receive (Percentages)

Annual stipend added to salary (but not added to base)	64.0
Additional months' salary (contract extended from 9 or 10 months to 11 or 12 months)	23.5
Funds for travel or other professional use	14.3
Permanent addition to base salary	10.9
One-semester paid leave or sabbatical	9.3
Full-year's paid leave or sabbatical	4.7
Additional secretarial support	1.7
Other	14.7
No additional support	12.7
Number of departments (basis for percentages)	659

Notes

Excluded from this table are the seventeen respondents who did not provide compensation information.

Respondents reported multiple types of compensation; percentages therefore add to more than 100.

Table 12b
Forms of Compensation Chairs Receive in Combination with an Annual Stipend (Percentages)

	Percentage of Respondents Reporting a Stipend	Percentage of All Respondents
Annual stipend the only form of support reported	55.2	35.4
Stipend and additional months' salary	19.0	12.1
Stipend and additional discretionary funds	12.1	7.7
Stipend and one-year sabbatical	9.7	6.2
Stipend and one-semester sabbatical	5.7	3.6
Stipend, sabbatical leave (for either semester or year), and discretionary funds	6.9	4.4
Number of departments (basis for percentages)	422	659

Note

This table records only the most common combinations. Respondents reported many combinations in addition to those specified.

Table 12c
Forms of Compensation Chairs Receive, by Institutional Type (Percentages)

	Doctoral	Master's	Baccalaureate	Canadian
Annual stipend added to salary (but not added to base)	72.7	63.1	49.4	87.9
Additional months' salary (contract extended from 9 or 10 months to 11 or 12 months)	41.2	16.7	10.3	0.0
Funds for travel or other professional use	26.5	5.4	3.4	36.4
A permanent addition to base salary	19.2	5.9	5.2	3.0
One-semester paid leave or sabbatical	21.2	2.5	0.0	12.1
Full-year's paid leave or sabbatical	9.4	0.0	0.0	24.2
Additional secretarial support	3.7	1.0	0.0	0.0
Other	9.0	15.8	20.1	24.2
No additional support	2.4	16.7	24.1	6.1
Number of departments (basis for percentages)	245	203	174	33

Note

Excluded from this table are the seventeen respondents who did not provide compensation information and the four respondents from associate's and special-focus institutions.

Table 12d
Percentage of Respondents Receiving Compensation, by Institutional Type and Number of Forms of Compensation Received

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
One form of compensation	38.0	77.3	87.9	0.0	100.0	39.4	63.4
Two forms of compensation	31.8	18.2	11.5	100.0	0.0	36.4	22.6
Three forms of compensation	19.6	4.4	0.6	0.0	0.0	15.2	9.6
Four or more forms of compensation	10.6	0.0	0.0	0.0	0.0	9.1	4.4
No extra stipend or benefits	2.4	16.7	24.1	0.0	0.0	6.1	12.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of departments (basis for percentages)	245	203	174	2	2	33	659

Note

Excluded from this table are the seventeen respondents who did not provide compensation information.

Table 13
Approximate Amount of Chairs' Annual Stipend, by Institutional Type

	Doctoral		Master's		Baccalaureate		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Less than \$1,000	0	0.0	6	4.0	24	6.6	30	4.4
\$1,001–\$3,000	13	7.9	19	12.7	97	26.8	129	19.1
\$3,001–\$5,000	18	11.0	34	22.7	57	15.7	109	16.1
\$5,001–\$10,000	48	29.3	40	26.7	37	10.2	125	18.5
More than \$10,000	67	40.9	25	16.7	23	6.4	115	17.0
No response	18	11.0	26	17.3	124	34.3	168	24.9
Total	164	100.0	150	100.0	362	100.0	676	100.0

Note

Respondents who did not receive an annual stipend are included in the "No response" figures.

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Table 14
Approximate Amount of Chairs' Annual Stipend, by Gender

	Women	Men	Unknown	All Respondents
Less than \$1,000				
Number	16	14	0	30
Row percentage	53.3	46.7	0.0	100.0
Column percentage	4.7	4.2	0.0	4.5
\$1,001–\$3,000				
Number	67	61	1	129
Row percentage	51.9	47.3	0.8	100.0
Column percentage	19.6	18.5	25.0	19.1
\$3,001–\$5,000				
Number	53	56	0	109
Row percentage	48.6	51.4	0.0	100.0
Column percentage	15.5	17.0	0.0	16.1
\$5,001–\$10,000				
Number	63	62	0	125
Row percentage	50.4	49.6	0.0	100.0
Column percentage	18.4	18.8	0.0	18.5
More than \$10,000				
Number	42	72	1	115
Row percentage	36.5	62.6	0.9	100.0
Column percentage	12.3	21.8	25.0	17.0
No response				
Number	101	65	2	167
Row percentage	60.1	38.7	1.2	100.0
Column percentage	29.5	19.7	50.0	24.9
Total				
Number	342	330	4	676
Row percentage	50.6	48.8	0.6	100.0
Column percentage	100.0	100.0	100.0	100.0

Note

Respondents who did not receive an annual stipend are included in the "No response" figures.

Table 15
Approximate Amount of Chairs' Annual Stipend, by Gender and Institutional Type, for Respondents from United States Institutions (Percentages)

	Doctoral		Total	Master's		Total	Baccalaureate		Total	All Respondents	
	Women	Men		Women	Men		Women	Men		Number	Percentage
	Percentage			Percentage			Percentage			Percentage	
Less than \$1,000	0.0	0.0	0.0	6.8	3.5	5.2	10.9	10.1	10.5	6.3	
\$1,001–\$3,000	6.7	8.5	7.6	16.9	14.0	15.5	45.5	38.7	41.9	26.1	
\$3,001–\$5,000	10.0	12.7	11.5	23.7	26.3	25.0	24.5	22.7	23.6	20.6	
\$5,001–\$10,000	43.3	25.4	33.6	35.6	29.8	32.8	12.7	16.8	14.8	24.4	
More than \$10,000	40.0	53.5	47.3	16.9	26.3	21.6	6.4	11.8	9.2	22.7	
Number of respondents (basis for percentages)	60	71	131	59	57	116	110	119	229	476	

Table 16
Release Time from Teaching for Chairs, by Institutional Type

	Doctoral		Master's		Baccalaureate		Canadian		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	Percentage		Percentage		Percentage		Percentage		Percentage	
Received release time	146	96.7	133	93.7	277	79.1	31	93.9	587	86.8
Did not receive release time	2	1.3	6	4.2	53	15.1	1	3.0	62	9.2
Other	2	1.3	3	2.1	19	5.4	1	3.0	25	3.7
No response	1	0.7	0	0.0	1	0.3	0	0.0	2	0.3
Total	151	100.0	142	100.0	350	100.0	33	100.0	676	100.0

Table 17a
Percentage of Respondents Who Received a Course Reduction on Becoming Chair, by Academic Calendar and Number of Courses by Which Course Load Was Reduced per Academic Year

	Semester System	Quarter System	Other Academic Calendar	Academic Calendar Not Indicated	All Responses
No course reduction	18.2	13.5	19.4	28.6	18.1
One course	15.6	16.2	19.4	28.6	16.0
Two courses	35.1	21.6	44.4	42.9	34.9
Three courses	13.2	27.0	5.6	0.0	13.4
Four courses	12.4	13.5	5.6	0.0	12.0
Five or more courses	5.6	8.1	5.6	0.0	5.7
Number of respondents (basis for percentages)	539	37	36	7	619

Table 17b
Percentage of Respondents Who Received a Course Reduction on Becoming Chair, by Institutional Type and Number of Courses by Which Course Load Was Reduced per Academic Year

	Doctoral	Master's	Baccalaureate	Canadian	All Responses
No course reduction	13.5	15.8	30.1	0.0	18.1
One course	13.0	7.0	28.0	27.3	15.7
Two courses	45.0	31.0	23.1	59.1	35.3
Three courses	19.0	11.1	8.4	9.1	13.2
Four courses	6.5	24.0	7.7	4.5	12.3
Five or more courses	3.0	11.1	2.8	0.0	5.4
Number of respondents (basis for percentages)	200	171	143	22	536

Notes

This table includes only those respondents from institutions following a semester system.
 Three respondents did not provide information on institutional type.

Table 17c
Average Annual Course Load and Average Course Reduction per Academic Year of Respondents Who Received a Course Reduction, by Institutional Type and Academic Calendar

	Doctoral	Master's	Baccalaureate	Canadian	All Responses
Semester system					
Average course load	2.1	3.7	4.3	2.5	3.1
Average course reduction	2.3	3.2	2.1	1.9	2.5
Number of respondents	173	144	100	22	439
Quarter system					
Average course load	2.4	3.5	4.0	2.0	2.7
Average course reduction	2.7	3.3	3.0	3.0	2.8
Number of respondents	22	6	3	1	32
Other academic calendar					
Average course load	3.3	3.6	4.2	2.0	3.7
Average course reduction	2.3	3.3	1.7	2.3	2.3
Number of respondents	3	8	14	4	29
Academic calendar not specified					
Average course load	2.0	4.5	4.0		3.8
Average course reduction	2.0	1.5	1.5		1.6
Number of respondents	1	2	2	0	5
Total					
Average course load	2.1	3.7	4.3	2.4	3.2
Average course reduction	2.4	3.2	2.1	2.0	2.5
Number of respondents	199	160	119	27	505

Note

Respondents reporting no course reductions have been excluded from this table.

Table 18a
Forms of Support Chairs Receive (Percentages)

A secretary or administrative assistant shared by the entire department	65.8
Student aides	37.1
An assistant or associate chair	17.1
A secretary or administrative assistant shared by the chair and other departmental administrators	16.0
Other faculty assistance	13.2
A secretary or administrative assistant designated exclusively for the chair	11.0
Other forms of support	15.7
Number of respondents (basis for percentages)	661

Notes

Fifteen respondents did not provide information on support.

Respondents reported multiple types of support; percentages therefore add to more than 100.

Table 18b
Support Chairs Receive from a Secretary or Administrative Assistant, by Institutional Type (Percentages)

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
A secretary or administrative assistant designated exclusively for the chair	19.8	5.8	2.3	0.0	0.0	27.3	11.0
A secretary or administrative assistant shared by the chair and other departmental administrators	21.8	13.0	10.9	50.0	0.0	18.2	16.0
A secretary or administrative assistant shared with entire department	54.7	62.3	55.7	50.0	0.0	45.5	56.7
No secretary or administrative assistant	7.8	19.3	31.0	50.0	50.0	12.1	18.0
Number of departments (basis for percentages)	243	207	174	2	2	33	661

Note

Fifteen respondents did not provide information on support.

Table 18c
Percentage of Respondents Receiving Support, by Institutional Type and Number of Forms of Support Received

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
One form of support	41.6	50.2	64.9	100.0	50.0	60.6	51.6
Two forms of support	26.7	33.8	31.0	0.0	50.0	21.2	29.8
Three forms of support	16.0	12.1	3.4	0.0	0.0	18.2	11.5
Four or more forms of support	15.6	3.9	0.6	0.0	0.0	0.0	7.1
Number of respondents (basis for percentages)	243	207	174	2	2	33	661

Note

Fifteen respondents did not provide information on support.

Table 19
Administrative Title of Respondents

	Number	Percentage
Chair	571	84.5
Head	60	8.9
Other	42	6.2
No response	3	0.4
Total	676	100.0

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**Table 20
Tenured Status of Respondents**

	Number	Percentage
Tenured	637	94.2
On tenure track	15	2.2
Not on tenure track, in institution without tenure	13	1.8
Other or special circumstances	8	1.3
Not on tenure track, in institution with tenure	2	0.2
No response	1	0.5
Total	676	100.0

**Table 21
Rank of Respondents**

	Number	Percentage
Professor	375	54.4
Associate professor	266	39.6
Assistant professor	20	3.4
Other	8	1.2
No response	7	1.3
Total	676	100.0

**Table 22a
Percentage of Respondents Reporting Various Contract Lengths, by Institutional Type**

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
9- or 10-month contract	40.9	56.3	73.3	0.0	50.0	0.0	52.5
11- or 12-month contract	53.7	33.5	21.1	100.0	50.0	74.2	39.7
Other contract length	5.4	10.2	5.6	0.0	0.0	25.8	7.8
Number of respondents (basis for percentages)	242	206	180	2	2	31	663

Note

Thirteen respondents did not provide information on contract length.

**Table 22b
Percentage of Respondents on 11- or 12-Month Contracts Whose Contract Length Changed on Becoming Chair**

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
Contract length changed	82.9	60.3	28.9	100.0	100.0	4.3	62.5
Contract length did not change	17.1	39.7	71.1	0.0	0.0	95.7	37.5
Number of respondents (basis for percentages)	129	68	38	2	1	23	261

Note

Two respondents on eleven- or twelve-month contracts did not answer the question about whether their contract length changed.

Table 23
Length of Term for Which Chairs Were Appointed, by Institutional Type (Percentages)

	Doctoral	Master's	Baccalaureate	Associate's	Special-Focus	Canadian	All Respondents
Fewer than 3 years	2.9	4.8	8.2	0.0	0.0	12.1	5.4
3 years	51.4	55.3	42.9	50.0	0.0	45.5	49.9
4–6 years	25.3	14.4	13.7	0.0	0.0	30.3	18.9
Indefinite, at the dean's discretion	12.2	18.3	26.9	50.0	50.0	6.1	18.0
Other	8.2	7.2	8.2	0.0	50.0	6.1	7.9
Number of respondents (basis for percentages)	245	208	182	2	2	33	672

Note

Four respondents did not provide information about term length.