The Faculty will meet Monday, September 10, 2007, at 5:00 p.m. in Physicians Auditorium.

Agenda

1. Call to Order

2. Approval of the Minutes of the Spring 2007 Faculty Meeting
   (The minutes were distributed last Spring and are available on the Senate website at http://www.cofc.edu/~senate.)

3. Reports
   - The President
   - The Speaker
   - The Students of Concern Committee

4. New Business
   - Introduction of New Faculty

5. For the Good of the Order

6. Adjournment
Minutes of the Fall 2007 Faculty Meeting

The faculty met on Monday, September 10, 2007, at 5:00 p.m. in Physicians Auditorium. Speaker Joe Kelly called the meeting to order, and the minutes from the Spring 2007 meeting of the faculty were approved.

Reports

The President

President George Benson apologized for missing the Spring 2007 Faculty meeting, but explained that he was unable to attend due to illness. He said that he wanted to use today’s meeting to report on what he has been doing since his arrival at the College and what his plans are. He also mentioned that the President’s House has been renovated and that he and his wife, Jane Benson, would be inviting faculty and staff to the house soon.

The President stated that since arriving in Charleston he has met with many constituents of the College, especially parents, who have “raved” about the institution and its faculty. Their responses illustrate the widespread popularity of the College in different regions, which the President attributes to our student-centered focus.

The President also stated that since his arrival he has laid out expectations for the Deans and other senior administrators: he wants them to lead their schools with enthusiasm and vision, to conduct business in an open and transparent manner, to nurture the development of every faculty member by helping each person do what he or she does best and to avoid a “cookie-cutter approach” to faculty development, and above all to foster a spirit of trust. He also wants to enhance the hiring process, stating that we should pursue the best faculty available, but also research each potential hire “with due diligence.” He explained that he wants Deans and faculty to be more “entrepreneurial,” and sees entrepreneurship as a primary value. He suggested that Deans and faculty could develop programs that pay for themselves and that respond to the needs of the local community. Such programs, he added, would provide a buffer between us and the uncertain revenues allocated by the state.

The President strongly stressed that we at the College should not be intimidated by boundaries—be they mental, political, geographic, or other boundaries—that we need to “take the College to the world,” and that to bring out the institution’s full potential we need to think in innovative ways and on a large scale.

President Benson reported that since coming to the College he has been involved in an extended listening process to learn about the College’s history and its challenges. He has learned about the remarkable growth of the College in the last thirty years, but discovered that some of its “infrastructure”—in such as areas as its administrative-computing system, administrative organizational structure, the budget process, and the faculty and staff evaluation process—has not kept up and needs to be reformed and updated.
He noted that faculty and staff compensation is a major problem, that there is too large a gap between us and our competitors. He said that to keep faculty here at the College, he proposes to put in place a system of determining salary raises based on merit and the market (i.e., what a faculty member might earn elsewhere).

The President also spoke of revenue sources and noted that public higher education is gradually being privatized (the College currently receives only 21% of its revenues from the state; it was 28% five years ago). We thus need, the President observed, to fend for ourselves and find ways to create a financial buffer in case of future drops in state funding. Currently, revenues come from the following sources: 21.7% state funds, 57.8% tuition, 3.2% grants, 16.5% auxiliary services (housing, meal plans, etc.), and .8% other. Some of these sources are “levers” that can be used to generate more revenue, but the President cautioned that they be used wisely, noting that housing fees can’t be raised much, that tuition fees can only be increased so much, and that enrollment levels are capped by the Board of Trustees. The President also said that increasing revenues by fund raising will take time (to gain $5 million in annual operating funds, for example, requires that $100 million in endowment be raised), and that most of our alumni are still young (average age of 30) and thus not yet in a position to give much to the College. He noted, too, that we fortunately have some debt capacity left for the growth of the College, but not a lot; and he thanked former President, Lee Higdon, for his aggressive use of debt to advance the quality of our facilities.

President Benson remarked that part of the problem with state funding is the way we are categorized by the state. We aren’t seen as a research university, though we do a lot of research. We are labeled as a “comprehensive university,” which puts us in the same category as Lander University, though we are much different from Lander. The result is that we don’t get some state funds that we should get, and so we need to differentiate ourselves properly “so that the legislature understands who we are.” The President also observed that we often get more respect out of state than in the state, and that we need to make sure that our local reputation catches up with our national reputation (especially in the state legislature).

Moving to the issue of governance, the President emphasized his belief in and commitment to shared governance, and remarked that he likes the fact that he doesn’t run this meeting. He stressed the importance of sharing information and of open, two-way communication. He asked that he be held accountable to do what he promises and that the faculty push him. He said that the faculty is the College of Charleston, and that he sees himself not at the top of the hierarchy, but at the bottom to serve the faculty. The President also observed that in the last 50 years, there have been very few academics who have served as president. As an academic, he said he knows what faculty face and what their issues and problems are.

The President then spoke of Dixie Plantation, which he sees as a great asset of the College offering research and educational opportunities. He asked for ideas about what to do with the site that would accord with its core purpose as a nature conservancy. President Benson noted that in the future the area surrounding Dixie Plantation will be developed, which will only enhance the value and uniqueness of the plantation. He sees Dixie Plantation as something that will differentiate the College from other universities, and envisions a time when other
universities will send their students to us for special programs at Dixie Plantation. He welcomes ideas on possible future plans.

The President next spoke of the strategic planning process. He said that the Board of Trustees gathered at a retreat in the summer and brainstormed on ideas about what the College will look like in the future (they generated 48 ideas, which they narrowed down to 3 key ideas). He said that a review of the Fourth-Century Initiative will be done to see if it needs to be revised, developed, or refined, and that different kinds analyses of the College (e.g., environmental, social) will be conducted. He particularly stressed the need for an analysis of the College with respect to our competitors. The President also plans to hold sessions with focus groups in and out of the state to learn from different people how we can improve and become “world class.” He invited faculty participation in running the focus groups and said that these efforts are in line with the “bottom-up,” consensus-building approach that is at the core of the strategic planning process. The President reported that he would like to have a draft of the strategic plan by next summer.

As part of the strategic planning process, President Benson asked the Board of Trustees to read Built to Last, which explains what makes some institutions great and enduring. Great institutions, the President explained, are guided by an ideology that contains a lasting purpose and lasting core values. Some reflection on the institution’s values and purpose is thus necessary to determine what we want the College to become.

The President then reported that a capital campaign will be launched soon (probably in 2009), and noted that to carry out an effective campaign, we need to have a clear vision of what the College will become. That vision and the needs it creates will be matched to the interests of potential donors.

Next the President reported on some administrative re-structuring that has occurred since his arrival. He prefaced these remarks by stating that he needs a system that works for him, that plays to his strengths and compensates for his weaknesses. In the new structure, six major offices will report directly to him: the Provost (Elise Jorgens), Student Affairs (Victor Wilson), Business Affairs (Steve Osborne), External Relations (Mike Haskins), Institutional Advancement (Sue Sommer-Kresse), and the Director of Athletics. (See organizational chart below.)
The President then reported that the College has been trying without success to find a General Counsel, but that a national search is now underway, which should improve the likelihood of finding a suitable person for the post. (Prior searches limited the pool of candidates to those who had passed the South Carolina Bar; for this search a successful candidate may pass the South Carolina Bar after his or her appointment.)

Finally, the President announced the creation of the Office of the First Lady, which will not be a paid position. President Benson said that his wife, Jane Benson, who has an M.B.A., has already been performing a number of functions, and that the creation of the office simply formalizes what she has already been doing. Duties of the Office of the First Lady include assuming responsibility for the use and upkeep of the guest houses; creating and coordinating the Friends of the Campus Gardens and Grounds, a community group that will work to improve our campus; coordinating with the Friends of the President’s House, a community group that will oversee the maintenance of the President’s House in perpetuity. The First Lady will also be involved in student activities and helping with service learning programs.

The President then fielded some questions. Bob Mignone (Mathematics) raised a question about the proposed new system for determining raises. He was concerned that in the new system some hardworking faculty would be given no raise in order to pay for larger raises for faculty who are perceived as more productive, which would mean that some deserving faculty won’t even get a cost of living raise. The President responded that raises will be determined not just by merit, but also by the market value of faculty, that it will be necessary to get make more funds available for raises, and that there must be a good evaluation process in place if the new system for determining salary increases is to work. He also remarked that he wants to give bigger raises to staff who merit them, but that currently many staff are not even evaluated.

Rob Dillon (Biology), picking up on the President’s call for big ideas and big goals, asked what his big goal was. The President said that he didn’t have anything specific in mind and wanted ideas to come from faculty, staff, and alumni.

Dinesh Sarvate (Mathematics) next expressed a concern about the President’s new organizational structure, noting that according to the President’s organizational chart the Provost, the chief academic officer who (he stressed) needs to work closely with the President, seems to be demoted, and that others are placed above that office. The President responded that the chart is a little misleading in suggesting that other persons are “above” the Provost. He assured Mr. Sarvate that the Provost has not been demoted, that the Provost’s role is very important, and that the Provost will be involved in every major decision.

The Speaker

Speaker Joe Kelly thanked Bob Mignone, the previous speaker, for his three years of service and his continued help, and for standing in as Speaker while he was overseas this summer. Speaker Kelly also thanked Susan Farrell, for her two years’ service as faculty secretary, and George Pothering, the outgoing Parliamentarian.
Mr. Kelly then formally welcomed President Benson and said he looked forward to a collegial and productive working relationship with him.

The Speaker next made several announcements:

(1) He reminded everyone of the Inauguration and events surrounding it, which include

**Thursday, 4 October**
- faculty panel at 3pm in Physicians Auditorium
- SGA-sponsored dessert at 4pm
- Meet George on George reception at 6 pm

**Friday, 5 October**
- installation ceremony at 2:30—robing at 1:45 in Craig
- reception following, around 4 pm

He encouraged all faculty to attend the installation ceremony and to RSVP.

(2) He announced that the Secretariat Office has moved from Maybank to the first floor of Randolph Hall, Suite 108; same phone number: 953-5425

(3) The Speaker reported that he has formed an informal committee to discuss how they might study faculty governance, catalog the shortcomings of faculty governance, and fix any problems that are identified. The purpose of this group is to advise the Speaker about process and to look at systemic issues, and not just to tweak things here and there. The Speaker plans to bring before the Senate by next semester a plan for a self-study and reform. The members of this advisory group are Bev Diamond, Trisha Folds-Bennett, Larry Krasnoff, Bob Mignone, Jack Parson, George Pothering, Hugh Wilder. (Most of these persons are previous Speakers of the faculty.) The Speaker stressed that he wants the process of self-study to be open and inclusive and invited faculty for their input.

(4) The Speaker announced that on the advice of Don Burkard in Enrollment Management, the President has formed a committee to study and fix the problems we’ve had with classrooms—everything from trash cans propping open doors to inequities between schools. The committee is headed by the registrar, Cathy Boyd, and includes faculty. The Speaker expects the committee to produce some changes in policies and improvements in classrooms in the coming semesters.

(5) The Speaker said that a new content management system is in the works that will change the process of revising the catalog. Details will be provided in the Speaker’s newsletter.

(6) The Speaker announced that SGA is sponsoring a blitz build with Habitat for Humanity. Lauren Collier in Service Learning is heading up the effort, and the faculty liaison with
Habitat is Heather Tierney.

**Students of Concern Committee**

Jeri Cabot, Dean of Students, reported on the work of the Students of Concern Committee, which was created after discussions that have gone for three years dealing with ways to handle students who are experiencing various problems (especially substance abuse problems) and who end up failing and leaving the College. The Committee consists of the following members:

- Committee Chair (Dean of Students)
- Residence Life (Director of Residence Education)
- Public Safety (Deputy Director)
- Counseling & Substance Abuse Services (Director)
- Counseling & Substance Abuse Services (Psychologist)
- Undergraduate Academic Services (Director)
- Student Health Services (Director)
- Faculty Representation (Chair of Student Affairs/Athletics Committee)
- Legal Counsel (as needed)

Dean Cabot reported that the mission of the Students of Concern Committee is to “identify and manage students at risk of coming to harm or potentially causing harm to others.” The Committee also “reviews relevant policies and procedures periodically to maintain its effectiveness in serving the campus community.”

Its responsibilities include identifying students in need who might otherwise go unnoticed; creating a plan to help such students be successful at the College; and, so far as reasonably possible, ensuring that no one’s actions or behavior are allowed to cause harm to others.

Dean Cabot explained that there are various ways to contact the Committee in the event that a student needs help: through FAST or by contacting Public Safety, or any member of the Students of Concern Committee, or the Director of Undergraduate Academic Services.

Dean Cabot announced that there will be a faculty workshop on dealing with disruptive student behavior on Nov. 27, 12:00 to 1:30 PM. She said also that she would be happy to go attend chair and department meetings, if faculty would like more information.

**New Business**

**Introduction of New Faculty**

Associate Provosts Susan Morrison and Bev Diamond called on Deans to introduce chairs and new faculties in their schools. The following faculty were introduced:
Cynthia Lowenthal, Dean of the School of Humanities and Social Sciences, took an extra moment to welcome Dr. Darlene Clark Hine, of Northwestern University, to the College as a Visiting Distinguished Professor. Professor Hine is the recipient of numerous awards, including a prestigious fellowship from the American Council of Learned Societies, and is the author of several important works, such as The History of Black Women in America and The Harvard Guide to American History. Dean Lowenthal remarked that Professor Hine has been a key scholar in establishing and advancing scholarly investigation into the history of African American women, and that the College is honored to have her here as Visiting Distinguished Professor.
For the Good of the Order

George Pothering (Computer Science) announced that he had been elected Chair of the Ad Hoc Committee on General Education over the summer, taking over for Julia Eichelberger (now on sabbatical), whom he thanked for all her work on the Committee.

Mr. Pothering reminded the faculty that all General Education proposals that had not been voted on during last year’s (2006-07) Senate meetings “died” at the end of last term and would have to be re-submitted this term. He added that their Committee had re-worked the proposals and wished to highlight four key changes:

--the document containing the proposals has been re-formatted and a new category called “approval criteria” has been added;
--much of the document has been re-worded;
--the structure of the proposed General Education Committee has been changed;
--an analysis of the transcripts of 43 students has been performed to see what courses the students had taken and how those courses might fit under the proposed Gen-Ed requirements.

Mr. Pothering welcomed input on the revised proposals.

The Speaker reminded the faculty that the Senate will be meeting almost every Tuesday this semester to deliberate on the General Education Proposal and said that all faculty were welcome to attend those meetings.

The meeting adjourned at around 6:40 pm.

Respectfully submitted,

Terence Bowers
Faculty Secretary