2009-2010 Committee Members:
Chris Fragile, Chair (Physics & Astronomy)
Katherine Bielsky (Library)
Frank Cossa (Art History)
Doug Ferguson (Communication)
Stuart Knee (History)
Parissa Tadrissi (Hispanic Studies)
Mark Witte (Economics/Finance)

Following the public release of the College of Charleston Strategic Plan on October 16, 2009, the 2009-10 Faculty Compensation Committee identified a number of bullet points under “Strategy 3: Develop and Support a Highly Qualified, Diverse and Stable Base of Faculty and Staff” that pertain to our committee’s work. Therefore, the committee chose to take on two new roles: 1) to provide input to the administration regarding the implementation of programs related to Strategy 3, based, in part, our own research and study of CofC peer institutions; and 2) to monitor the College’s progress in achieving the overarching goals behind Strategy 3.

The current document records the Committee’s progress in researching three particular bullet points within Strategy 3 of the College’s Plan: 1) Increase the number of and funding for endowed chairs so that there are at least 10 new chairs by 2020; 2) Recognize and reward annual performance by faculty and staff in both annual raises and special awards; and 3) Establish incentives for faculty and staff to write and administer grants and contracts by 2012. In Section 1, we briefly describe the methods of research used in this study. In Section 2, we present a few illustrative results. We focus particularly on examples of programs that have already been implemented by peer institutions that we feel, if implemented here, could help the College achieve the goals behind Strategy 3. At a minimum, our findings demonstrate that it is reasonable to expect the College to be able to implement similar programs to help meet our own goals. In Section 3, we present a few concluding thoughts.

1. Method of Research

No specific guidelines were given to the committee members regarding how they were to conduct this research. Therefore, methods predictably varied by committee members. Some relied exclusively on material available on the internet, while others made direct contact with personnel in research, development, or academic affairs offices at the respective institutions. Thus, the depth of research varied considerably. For these, and other reasons, the results of this study are far from comprehensive. Nevertheless, they are illustrative.

The following list of peer institutions were all researched at least minimally. This list is based off of previous peer-based (particularly salary) studies at the College; this is not the Committee’s list.
2. Selected Results

Rather than reporting all of the Committee’s findings, we chose to only highlight some of the “best” examples of programs already implemented by our peer institutions. Thus, the results serve two purposes: 1) to demonstrate that the goals and programs outlined in the College’s Strategic Plan are achievable for an institution like ours; and 2) to provide a possible “blueprint” for how some of these programs could be implemented here at CofC. The Committee notes that these results also demonstrate that some of our peers are well ahead of where the College is currently.

- Increase the number of and funding for endowed chairs.

James Madison University is in the midst of a very aggressive campaign to increase funding for their faculty chairs, endowed professorships, and faculty fellows. Many of the JMU webpages have links to their Office of Development (http://www.jmu.edu/development/), which is very upfront about advertising the “needs of the university.” One of those needs comes under the heading “Faculty development and retention.” JMU has targeted the following endowments:

19 Faculty Chairs ($1,000,000 each)
Funds are used to provide salary supplement to new or existing lines and may be used to provide research and/or program support for the Chair holder. The goal is to recruit and/or retain star faculty. The endowed chairs would be spread relatively evenly across all Colleges of JMU.

27 Endowed Professorships ($250,000 each)
These awards are targeted at retaining mid-career faculty through recognition, a salary supplement, and research/teaching support. These positions are filled for limited terms, at the expiration of which a new recipient is selected. These are again spread across all Colleges of JMU.

Faculty Fellowships ($100,000 each)
These endowments give distinguished professors support for research, curriculum development, travel to conferences and professional meetings, and other activities vital to their professional development.

James Madison also has a supplemental funding program specifically focused on promoting “teaching excellence.” Some example programs within this area include:
distinguished teaching professorships, pedagogy courses for new faculty, a teaching fellow program, and grants for teaching innovations.

[N.B. The specific goal given in the College of Charleston Strategic Plan is to have “10 new chairs by 2020.” We note that if both JMU and CofC achieve their respective goals with regard to endowed positions, then CofC would lag JMU in this category by a factor of 4-to-1. In this respect, it may no longer be appropriate to consider JMU a peer institution. However, even if we no longer consider JMU an appropriate peer, the Committee notes that a very similar institutional campaign is also underway at UNC-Asheville, although it is unclear what their goals are with respect to the number of endowed positions.]

• **Recognize and reward annual performance by faculty and staff in both annual raises and special awards.**

St. Mary’s College of Maryland has one of the best, most consistent programs for rewarding faculty through salary augmentation on an ongoing basis that we saw among any of our peer institutions. Below is a list of the major milestones for tenure-track faculty at St. Mary’s, along with the associated salary increases for each milestone (based on 2005 data):

- Successful 3rd year review: $1000-$1500
- Successful tenure review: $1000-$1500
- Promotion to Associate: $2000-$3000
- Promotion to Full: $3000-$5000
- Post-tenure review/every 5 years: $0-$5000

The information that the Committee collected from St. Mary’s mentions that these salary increases are in addition to an “annual salary base increase for all faculty members.” St. Mary’s also reports that salary awards that would have occurred “in years of budgetary challenge” are instead “applied retroactively at the first available opportunity.”

The Committee feels that one of the strongest points of St. Mary’s approach is that, as there is no limit to the number of opportunities for post-tenure review, there is a continuing salary incentive for faculty to perform at a high level.

[N.B. Using data from last year’s Faculty Compensation Committee’s AAUP Salary Study, we note that St. Mary’s ranked 19th out of 20 peer institutions for average salary for Assistant Professors, 9 places behind the College of Charleston at that rank. On the other hand, St. Mary’s ranked 10th out of 20 for average salary for Full Professors, 7 places ahead of the College of Charleston at that rank. These numbers suggest that the incentive program at St. Mary’s works to the faculty’s advantage over the long term relative to the College of Charleston, and that St. Mary’s has successfully avoided the problem of salary compression that plagues CofC.]

• **Establish incentives for faculty and staff to write and administer grants and contracts.**
Western Washington University is one of the leaders among our peers for providing ample resources to support the grant writing success of their faculty. Some of the more prominent incentives at Western Washington include:

**Matching Equipment Funds**  
Funds are available to match external dollars received to purchase research equipment.

**Publication Support**  
Assistance is available to help with the costs of reprints (up to $100 per article) and page charges (up to $1,000 per article).

**Manuscript Preparation**  
Assistance is available to help with the cost of manuscript preparation for publication (up to $1,500 per book).

**Mini-Grants**  
Up to $1,000 is available to cover costs of incidental materials, supplies, or services.

**Grants in Aid**  
Small grants (up to $2,500) are awarded to assist faculty with research and/or creative activities.

**Pilot Project Funding**  
Grants of up to $4,000 are awarded to assist faculty in initiating pilot projects which will generate data needed to develop proposals for extramural funding.

**Project Development Awards**  
Awards are made twice a year for the equivalent of one quarter release time (spread over at least two quarters during the academic year) during which a faculty member will develop a proposal for extramural funding.

**Summer Research Grants**  
Grants of $5,000 are awarded to provide half-time salary support for summer research.

**Summer Teaching Grants**  
Grants of $5,000 are awarded to allow full time faculty to engage in projects related to the enhancement of instructional quality during the summer.

**Faculty Development Grants**  
Grants of up to $1,500 are available to individual faculty members and up to $2,500 to departments for improvement of teaching, scholarship/creative activity, or service.

All of the above listed programs are funded and managed through the Research and Sponsored Programs Office at Western Washington. Similar incentive programs were found at many other peer institutions, notably SUNY-Geneseo [http://www.geneseo.edu/sponsored_research/internal](http://www.geneseo.edu/sponsored_research/internal).

3. **Concluding Thoughts**  
We reiterate that our results demonstrate that the goals and programs outlined in the College of Charleston’s Strategic Plan are achievable for an institution like ours. However, in some areas, certain peers are already well ahead of us. Therefore, any
meaningful progress is going to require a sustained financial commitment on the part of the College.

Establishing an endowed chairs program will require perhaps the most aggressive funding campaign of the three initiatives we researched. As this funding mostly needs to come from outside the College, it primarily rests with the College Foundation to aggressively pursue these funds. As we mentioned, similar financial campaigns are already underway at many of our peer institutions (notably James Madison and UNC-Asheville). Perhaps we can benefit by studying their approaches.

The issue of salary compensation is obviously central to our Committee’s work. We are pleased that the administration has set a goal to recognize and reward faculty performance through annual salary adjustments. We feel one of the keys to doing this effectively is to focus on providing ongoing incentives for faculty throughout their careers (St. Mary’s College provides a wonderful example). This may help the College avoid the strong disincentive that results from salary compression or inversion.

We feel that one of the keys to a successful funded research program at the College of Charleston is to trigger a snowball effect. If we could tap a significant portion of our current research indirects to fund incentives for faculty to write new grants, then there is a potential to ultimately dramatically increase the size of the College’s indirect budget as the number of funded grants at the College increases. The key, though, is that research indirects need to be used to fund incentives for faculty to initiate new research programs, not as a Band-Aid to plug budget holes elsewhere.

Sincerely,

P. Chris Fragile, Chair
on behalf of the Faculty Compensation Committee

cc: Dr. George W. Hynd, Provost and Executive Vice President for Academic Affairs
    Prof. Joe Kelly, Speaker of the Faculty Senate