2014 CofC Faculty Survey Comments (redacted)

Ad Hoc Committee of Chairs of Faculty Standing Committees

Part I: Potential changes to the mission of the College

1. I support the merging with MUSC in order to facilitate collaborative projects and improve the public profile of both schools, but I do believe that each should continue to emphasize its strengths. I have spent 8 years at a top tier research institution, and I observed that undergraduate education was the lowest priority. To be successful, basic/clinical science researchers honestly do not have time to teach with the demands of grant writing. And they do not WANT to put time or effort into teaching and students truly suffer. In a sense, these two worlds should remain mostly separate. Teaching faculty, research faculty, and then a few spanning the middle. A priority must be to retain and create full time (NOT adjunct) teaching faculty.

2. Charleston has grown and changed dramatically in the past 20 years, and CofC must embrace change and pursue opportunities to improve. The College already has graduate students, who are currently treated as "second-class citizens" by faculty who obsess about undergraduate education. Augmenting our graduate degree offerings and seeking to become an "R1" institution would help to integrate graduate students and help us to foster and recognize faculty research. We are already a comprehensive university with a graduate school, not a liberal arts college. If a few faculty choose to leave to pursue a career at a small liberal arts college because CofC moves towards a merger with MUSC, this would be offset by the research-active faculty who will stay (we have lost many of our most promising junior faculty in recent years when they left for positions at R1 institutions).

3. A bit hard to talk about changes in mission and culture, given that these concepts have never been articulated and agreed upon at the College in my tenure. I’m pretty sure that we are not a small liberal arts college, though many of my faculty colleagues disagree.

4. I love the College. I would leave if we merged with MUSC. If I wanted to be at a R1 I would.

5. There is huge unemployment among PhD's, if they are needed in the Charleston area, they can be recruited from the numerous PhD granting institutions in the United States and abroad, as CofC presently does to fill faculty positions. I see CofC becoming a PhD granting institution as a great mistake, educationally and economically.

6. I would like to see the College increase in quality, not size, and offer more post graduate degrees to residents of the Lowcountry. The undergraduate experience at COFC should be a boutique experience priced higher than USC and most other public SC institutions. There is plenty of cheap land elsewhere in the state for big lecture halls and dorms. We are in a jewel of a town and will never be short of applicants with money as long as we deliver a good undergraduate experience. A selection of graduate degrees will make us more attractive to the students seeking an elite but public education, not less so.

7. The state is not willing to provide the resources to build a research I university, which means all this will be done on the backs of the faculty. Having been down this road before, grad programs and grant getting will supersede concern for a high quality liberal arts and sciences undergraduate education. We will begin telling junior faculty not to put so much effort into teaching, the culture will shift to everyone looking out for his or her self, and there will be no sense of shared mission or shared culture. Change is inevitable, but be careful what you wish for because the grass is not greener in research universities.

8. The number of responses for which I felt compelled to answer "neutral" or "do not know" is not
reflective of apathy on my part. The apparent ambivalence is the product of a lack of information from those officials at C of C, MUSC, and the state of South Carolina regarding the rationale and plans for a merger. While I have no current rationale to oppose a merger I do not see what benefits are certain and, so, I cannot judge whether the difficulties of the merger would be worth the results. As a member of xxxxxxxxxxxxxxx I do not see that my work would be positively impacted and, while I do not expect that it should be, I have some worries that - in the absence of clear information about the goals and protocol of the merger -- there could be hidden unwelcome consequences.

9. MUSC and the Charleston School of Law would be positive additions to a greater University of Charleston, that would benefit the area.

10. Becoming a research institution would destroy the very qualities that make cofc unique and special for undergraduate students as well as faculty who value the teacher scholar model. It is a horrible idea and it lacks vision and creativity. Also, musc would benefit from being associated with a liberal arts undergraduate college. This is our strength and we should nurture it whether or not we merge with musc.

11. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx. Rarely has a merger occurred that lead to building a strong research institution. It is all too easy to create a mediocre research university and that is what we would become. We simply don't have the facilities or the funding to support a true research university. Consider for example that the new science building is already too small to accommodate research faculty and it is less than 4 years old. And then there is the funding issue. Does anyone realistically expect the state to truly fund this new university given the commitments already to USC and Clemson? And any expectation that business would come through and support the research endeavors is naive at best and delusional at worst. Business are ready to reap what minor benefits there would be but don't want a partnership; they simply want to profit. Who knew that it is becoming so easy to completely destroy the heritage of a historic school? Goodbye CofC, you will lose your soul now.

12. I see a value in the old-fashioned notion of a "liberal arts education" and am/was proud to be at such an institution. Although I appreciate the fact that other forms of education have their benefits as well, I feel that something important will be lost for the College and for Charleston if we were to give up on that tradition. As the number of liberal arts institutions decreases, the value and need for a few of them to remain becomes greater. Those who are here who wish to be at a big research institution should have gone to one in the first place rather than coming here and changing its culture.

13. I do not believe that the city of Charleston and the residents of the peninsula will support the increase in student enrollment at the College. xxxxxxxxxxxxxxxxxxxxxx and student housing and student late night activities are already problematicxxxxxxxxxxxxxxxxxx. College of Charleston is nationally ranked BECAUSE it is a small liberal arts school that delivers eyeball-to-eyeball education. We need to maintain our excellent liberal arts school.

14. xxxxxxxxxxxxxxxxxxxxxxxx. New Charleston? Really? Because Charleston is well known for embracing change and progress. Colleges do not just go from being undergraduate institutions to Research one institutions because "everybody" agrees they should. Its not that simple. If the State of SC wants CoFC and MUSC to become a joint Research one school, its gonna cost them to make that happen. And becoming a high-quality research institution? Please. Why don't we just get tap our ruby slippers together and wish for it to be so.

15. I believe the College currently sits in a position to offer a VERY unique education to students. Our specialty is not research and I do not believe we can compete effectively with institutions who have be
Strong R1 schools for decades. Our strength is our liberal arts focus and that should be where we look to make ourselves competitive. With the emergence of MOOCs and other means of education outside of the traditional classroom we must move our institution toward programs that support building skills that you can not find on the internet. That come from classroom, internship, independent study etc experiences that are only available and possible at a liberal arts institution. We should put our efforts toward tailoring the type of education we can offer rather than trying to be something we are not. We should work on developing not only INTERdisciplinary programing but TRANSdisciplinary programing that incorporates teaching, learning and application perspectives from across our majors, minors, and programs. Focus on problem solving, skill building, and preparation for the job market. The is a massive deficit of educational institutions who offer these skills and the College is positioned, as a strong liberal arts institution, to fill that void. That is not to say that research isn't a vital part of this kind of education, on the contrary. But it should not be the focus as in a traditional R1 school. We are not an R1 school. That is not a detriment to the College, in fact, I believe it is the thing that will allow us to be competitive in the next generation of higher education.

16. You have three biased questions on your survey, especially the following: 'I am more concerned about the College continuing at its current level of funding than I am about the consequences of becoming a research university." It's biased because it conflates two very different measures which should appear in separate Likert items. Measuring the two separately would eventually supply the same relative positioning of each, but combining them sets up an argument rather than collecting data dispassionately. My complaint is nothing I wouldn't tell one of my students: Don't ask two questions at the same time. The goal of survey research is to measure attitudes one at a time, not create arguments. I have the same problem with both of the items the use the wording "It would be worth changing the mission and academic culture," because yet another argument is set forth, to which the respondent offers an opinion rather than a measurement of attitude. Your survey is mostly well-written, "research"-oriented to a point, but those three items that combine variables betray a lack of research proficiency.

17. There are no synergies between the two schools. If we are to become a research university we would need to be funded as such and most of the research faculty would come from new lines. We could perhaps become good in some areas of graduate study which would be beneficial to the local economy, but it seems highly unlikely that the state would actually provide the requisite funding.

18. If there is the strong belief that Charleston 'needs' an R1, why is The Citadel, with its engineering programs, not part of the discussion? If we merge with MUSC, we will be a Frankenstein monster consisting of an underfunded liberal arts college merged with a med school in the red. How does this help anybody? One road out of this (which nobody seems to have thought of) is to become the Charleston arm of Clemson. That is a university with a real sense of quality and the will to achieve it. I'd be happy to be part of their 'Eastern Campus'.

19. Our competitive advantage in the marketplace is to remain a strong undergraduate focused institution based in a solid liberal arts foundation. A merge would subject us to a large liability (the hospital) we would be forced to subsidize

20. Liberal arts ideals are largely incompatible with large research institutions, as the former emphasize student learning and the letter tend to privilege (professor) scholarship above (student) education. Yes, there is more money in research institutions, but running a university like a business is foolish. Businesses work for their own good; universities work for their students' (clients') good.

21. Recent articles demonstrate the importance of the arts in the brain. I worry that C of C is joining the pack in moving away from the liberal arts toward being a school that judges success by the amount of
money its alumni make.

22. I’m not opposed to merging with MUSC, but based on our current level of financial support from the state of South Carolina, I have every reason to believe that the combined institution would be grotesquely underfunded. I am strongly opposed to merging "on the cheap". I would be moderately in favor of a merger only if the state guarantees adequate funding permanently. Even with the funding, I’m not sure that a full merger is our best option. I’m not sure how to interpret questions d and e. The transition to a research university *should* come with increased funding for salaries, plus additional labs, post-doc positions, grad student fellowships, etc. but I currently have no reason to believe such funding is available.

23. Leadership on any of thes inititives must include a collective body of decisions makers that is representative of the College's and the community's diverse identities, expertise, credentials, stake holders, etc.

24. I would not like to see the two schools transformed into a single major research University. What I would like to see is a fusion of the two schools that would take advantage of our existing strengths in adding select graduate programs where we have need and existing capabilities and leave engineering and agriculture to USC and Clemson. We have obvious strengths in Education, Marine Science, Historic Preservation, Arts, Humanities and Computer Science, to mention a few, that could be amplified without loosing either the Liberal Arts tradition of CofC or the Clinical expertise of MUSC. WE need to think of building something new. Not duplicating a traditional R1 situation which the state would probably not support.

25. Do the powers pushing a merger, including Pres. Benson, understand the cultural, functional, organizational, procedural, philosophical & financial differences between the two institutions? Do they realize a merger could be forced by legislation or decree but a true merger into one academic institution will be painful and won't happen overnight? Are they willing to invest the time AND MONEY that it will take?

26. Change the title of the College of Charleston to the University of Charleton or something like that. Otherwise, the College will always be perceived as a junior college, especially in international academic community.

27. We should not be a Research 1 institution. However, with our mission of undergraduate education, we can be cutting edge on many levels with expansive funding to conduct research, whether in the arts or sciences, in laboratories or overseas. ALSO, a multi-tier P&T function is possible. 100% Teaching should be rewarded the same as 100% Research, with several shades of gray in between. ALSO, private university does not mean buying everything from the State. Infrastructure, retirement, and benefits can be dealt with directly and creatively.

28. Other institutions such as William & Mary provide a model for how to stay small and true to their undergraduate mission yet develop small elite master's and PhD programs in areas of strength.

29. The cost of a third, state supported, R01 multidisciplinary, comprehensive, high quality, nationally competitive university with diverse and respected graduate and undergraduate programs is clearly beyond the reach of South Carolina. If (or when) our legislature manages to provide full formula funding for all of the existing college and university programs for a period of 6 or more continuous years, then it might be worth asking can the state afford the investment into a third major university. Yes, it is true that SC (like ancient Gaul: "Gallia in tres partes divisa est") is divided into three parts. But it is not true that quality higher education requires a major comprehensive research university on every corner or in
each third of the state. It would be much more beneficial to the state (and to Charleston) if the tide was raised for all institutions of higher education, instead of trying to grow the Charleston economy by creation of a third comprehensive research university. Focus the resources on the corridor of shame. Get us (the state) out of the bottom of the pack in terms of education level of all of its citizens, that will do more to spur the Charleston economy.

30. We are a liberal arts institution that provides professional degrees as well. We should expand our graduate offerings while keeping our undergraduate programs stable.

31. The College of Charleston has had graduate programs for 40 years and has had professional programs for the last century. We are a public, urban, comprehensive university. We have a history as a liberal arts institution, but we aren't one any longer. If the city and state need us to become a research university, we should work towards that end. A thoughtful and slow transition that protects our undergraduate mission and our current faculty and staff should be our priority. Our past, wonderful though it is, should not prevent us from acting responsibly as employees of a public university.

32. There do seem to be important and unique opportunities for collaboration between MUSC and the College of Charleston, especially with the natural and behavioral sciences. But such opportunities do not merit a complete blending of the two institutions, which differ greatly in their mission, their students, and their resources. Simply making the College of Charleston a university will not magically prepare us to offer meaningful, accredited graduate programs. We are already understaffed and under-resourced in our efforts to serve the undergraduates we have. Any attempt to stretch our limited resources so that we might also serve graduate students will only result in mediocrity. Unless we can secure significant resources - new faculty lines, new research space, new support for grants, significant reduction in teaching loads, and salaries that are competitive with the current market - the notion that we should merge with MUSC seems destined to fail. Even with such resources, we should strongly consider whether we want to shift away from what we do generally well - educating undergraduate students - to become yet one other research-based institution in the state. Most faculty were attracted to CofC because of its emphasis on undergraduate education. I personally left a large research university so that I might actually teach undergraduate students, mentor them, and give them the education they deserve rather than devoting my time to graduate students. You can't do both. We already have two other large, public research institutions in SC. Students deserve a public option that offers a liberal arts model.

33. * A joint MUSC-CofC campus is not a substitution for an R1-university—it would be a dysfunctional blend of institutional missions with one undergraduate focused vs. one who was research/graduate program focused. *A merger will lead to a single school with less impact than the parts it was made from—the opposite of synergy. * Loss of undergraduate focus would be imminent as faculty attention to research is amplified. Larger classes, use of TAs to teach courses, lack of focus on teaching—these things would be inevitable. *There are decreased funding avenues to support undergraduate research if we lose PUI/Carnegie status. *Decreased funding for MUSC if the merger spoils their brand with NIH. It would transition from world-class medical research institution with a tight focus to a mediocre PhD granting school with broader mission. *Current CofC faculty are not competitive for R1 grants from NIH and NSF, for the most part; even if they are competitive, no one will have heard of this new school. *Graduate students would displace adjuncts in many departments. *The world, and especially Charleston, does not need more PhDs, even in STEM. The PhD market is more global—local needs can easily be filled with even modest recruitment/advertisement effort. *PhD programs in sciences are not revenue generating—all students would need tuition waived and living stipends/health benefits on top of this. Grants would not supplement this in current funding environments. *PhD programs in the sciences are resource intensive—competitive startup packages, salaries and teaching loads are huge $$$
investments as would be the new buildings and staff support that would be needed for a viable program. Research labs are too small to support graduate research and we don’t have room for new buildings. *The brand of a PhD from “College of Charleston” or from “MUSC-Charleston” would have little value in the job market; could not and would not recommend this path to a graduate degree for our current undergraduates—you need to get a PhD from the top programs to be successful. We would not ever be a top program. Ever. *Alumni support would disappear. So much for growing the endowment. *Growth of a third R1 institution in this state would spread the meager state support for research schools even thinner. *This state would never adequately support the needed infrastructure to grow a new R1 institution, further ensuring our position of mediocrity. At best we are third in the state. Where would we stack up nationally? We wouldn’t.

34. The College of Charleston is not fully serving the needs of the community and the region by not offering Ph.D. programs, regardless of whether we merge with MUSC or not. The flip side of the merging is I can not think of one university anywhere that has a medical school and/or law school for which a fragmentation into smaller institutions would benefit their community or region. Such a move would only lesson the name recognition and make these smaller institutions vie for funding.

35. Merging with MUSC would be a disaster. I chose to come to CofC rather than to pursue a career at a research university because of the commitment to undergrad education. Many of my research students come to work with me because they can get a hands on experience that is not possible at MUSC. Merging the two institutions will not bring increased opportunities for our undergraduates, it will simply reduce our ability to meet our undergraduates needs. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx I am wary of the ever increasing demands of my time to write large money producing grant applications for no reason other than to secure funding for the college. I came to this college to teach and work with undergraduates, not to raise funds for the college. Merging with MUSC will push even more of us into the role of simply grant writing and out of our classrooms.

36. Whether or not the College can expand depends on whether the State will provide more resources.

37. bad idea for the college. the liberal arts undergraduate program for which the cofc is justly famous would be swallowed up by the professional schools: medicine, business, law, education, and whatever else will come down the line. what's next? social work? public policy? library? or anything else that the mayor and xxxxx business xxxx happen to want at the moment. it almost always happens that The liberal arts and sciences suffer, because they never, ever get the funding that business, sciences and the professional schools get. it’s always starvation for them. the latter faculties get higher salaries than the former, the latter students higher scholarships, the latter schools more corporate support than liberal arts and sciences schools. business already believes that liberal arts are irrelevant. many of the science faculty at this very college believe that, too, as I have been told by some of them, and in the past had proposed (unsuccessfully) to remove certain humanities courses from the revised general education requirement.

38. The College of Charleston is an excellent "undergraduate"/"teaching" institution—although it also has some very good graduate programs--and trying to become a major research institution not only defeats our mission, but the thought is discouraging to those of us drawn to CofC for employment precisely because of its current mission.

39. I think that we should work with the CHE and donors to create graduate (Ph.D.) work as does our aspirational peer, William & Mary. The Law School would be a much better fit as a professional school than MUSC.
40. I do not think this "mission" has been thought out well. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

41. I am strongly opposed to any new direction in the College's mission that would change our emphasis on undergraduate liberal arts education.

42. I think people like to talk about the advantages that will supposedly accrue from mergers/research universities, but it is unclear that such developments will bring money - they are more likely to cost money. We need fewer students per faculty member, not more.

43. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx the idea that C of C can become a research university is ludicrous. Our facilities cannot support a graduate program in my department. I have brought in xxxxxxxxxxxxxxxxxxxxxxxx grant money and none of this would have been granted if I were held to the standards of a professor at a research university. The funding prospects if I were expected to provide a graduate research lab frankly terrifies me. I do not think I would stay at C of C if this merger were to go forward. I definitely have other opportunities and would be able to find another job.

44. Anything can be improved but don't fix something that isn't broken.

45. We would not derive enough financial gain from becoming a research institution to make it worth what we would sacrifice as an institution. We would always be the step child of the state with Clemson and Carolina as the preferred (and long standing) research institutions.

46. I would add that the appointment of a new president who has no academic experience (no terminal degree) would make me very, very likely to seek a job elsewhere.

47. CofC desperately needs an administration that is qualified to "take it to the next level". This cannot occur with the present administration including the President, Provost, all the associate provosts, Deans, Grants administration, business office. CofC deserves and academically oriented administration that understand academics, university status, and above all is fair and just to all those who work here (black, white, gay, straight, male and female).

48. Any such changes should be done in full consultation with the faculty, not via backroom deals with politicians and real-estate developers.

49. The missions of MUSC and CofC are so different. As they are now, they are highly rated in their respective arenas but at best would be a mediocre research university especially in view of the state funding support seen over recent years.

50. The College of Charleston is a liberal arts institution. I do not support its merger with MUSC, as our goals, purpose and student body are very different. In the disciplines where close ties are appropriate, we already have strong connections between the two institutions. I feel there is still very much a need in the Charleston Community, the state of South Carolina and the country for a liberal arts institution with strong research commitments, such as the College of Charleston. Since we can all see the salaries of faculty at Clemson and USC, I have no evidence to support that the College of Charleston as a Research institution would be financially supported at the state level, nor do I believe my salary would improve.

51. I see no benefits to merging with MUSC, only higher costs and the dilution of our mission and commitment to the liberal arts -- and the opportunity to become a mediocre, poorly-funded research university with strengths in medicine, marine biology, and little else.

52. Too many unknowables, and I don't trust the administration or politicians to make the right call.
Tenured professor, strong research portfolio, national rep, plays well with others. I'm on the market. Expect a brain drain - of not your weaker faculty - if this merger happens.

53. For many of the questions I've had to answer that I don't know because I have yet to see ANY projected details about the merger. Before moving ahead with this plan, I think it's crucial that the financial issues be projected, including operating budgets and financial health for each institution. I strongly oppose allowing community business dictate what we should provide. This should be a collaborative discussion rather than the back-room dealings that have characterized the process so far. The lack of transparency about the DETAILS of this merger are what make me hesitant to support it.

54. These statements assume a level of knowledge that I do not have at the present time, nor do I think most of those who complete the survey have, either. I have been on the Faculty Senate, have heard President Benson's arguments, and have been apprised of the costs and the fact that, at present, there is yet to be an "angel donor" (or donors) who can provide them. It has come to light that MUSC is more in debt than is CofC. The actual "vision" of what a faculty member's life would look like in experiential day to day expression has not been offered. In light of these and many other unknowns, it is very difficult to complete this survey.

55. I am a xxxxxxxxxxxxxxx faculty member who applied and accepted an offer to work here because of the appropriate balance between research and teaching. I think it would be a detriment to the students we serve if we were to become a research institution. In my experience so far I deeply appreciate the relationships I can forge with students and other members of my department. I do not believe the same level of mentorship with students and collegiality with my peers would be possible were the College to become an R1 institution.

56. I support changes that provide Charleston with a full array of higher education options, including doctorates in all appropriate disciplines. This is not the same as adopting the negative stereotype of a "research university" in which research is a higher priority than undergraduate education.

57. I don't want this situation to turn in a "shotgun wedding." From what I have read, MUSC doesn't really want to merge with CofC. What kind of relationship are we going to have if both parties are not in favor of a merger? In order for a merger to work, both sides must be in agreement, no matter what the state wants.

58. At this point in my career, I do not have much of a dog in this fight--I may continue to teach for a few more years but am on the downside of my academic career. One thing that is not being considered in all this discussion is that less and less faculty are tenured and on tenure-earning lines in the US. MUSC has many doctoral-level positions that are entirely contingent on research funding. No research money, no job. Larger universities have begun to move to a two-tier faculty system where designated lines are not tenure-earning and individuals in those positions are given heavy service loads and more teaching assignments. Larger market dynamics will most certainly catch up to the Ph.D. research-oriented schools as grad students realize they may face a career as an underpaid adjunct with no benefits. CofC hard science departments are the only ones structured toward heavy academic research. Absent doctoral programs (which are pretty much always money losers by the way) it is likely fantasy to think that other departments will adopt a research posture and a pool of research-ready faculty will be out there to sustain such a course of development. Prior to coming here I worked at three other universities that had medical schools attached. It was never a happy union. Medical doctors and those employing their discipline in the medical professions look down on all others who hold a doctorate. I know a microbiologist at MUSC who makes $190k a year--do we compare him to our biologists? Do we pay bonuses based on research dollars awarded?
59. I cannot comment on the impact of a MUSC merger on the humanities and arts programs at our college. However, as a scientist whose career prior to joining the faculty at C of C was spent at PhD-granting institutions, I can say without a doubt that merging with MUSC would essentially destroy our science departments. We would no longer be eligible for the PUI-gear research grant funding that currently supports our scientific research. Without grant funding, we would no longer be able to carry out research and thus no longer be able to provide science majors with the undergraduate research experiences they need to be accepted to PhD programs and professional health programs such as medical school. We would not be competitive for R1 grants without an incredible infusion of money and vastly expanded facilities (involving entire new buildings and all of the expensive resources, labs, and staff that PhD institutions have) along with a drastically reduced teaching load and abandonment of our focus on the education and mentoring of undergraduate students. A merger would transform the College from a research-active undergraduate institution well-known for producing outstanding science majors who are competitive at the country's best graduate programs to a low-tier or in fact failed PhD-granting institution. At the same time that we would be producing PhD students with poor job prospects, the necessary shift in our infrastructure to support those students would undermine all that we currently do so successfully for our undergraduates. The science departments at C of C have been rising stars in the PUI world over the last decade. A misguided attempt to transform the College into a PhD-granting institution would destroy our current success and our promising trajectory.

60. I found this a confusing question: "I am more concerned about the College continuing at its current level of funding than I am about the consequences of becoming a research university." I am very concerned about both. On and off over the past 2 decades, our department has been asked to consider developing a graduate program. Each time we were told (pretty clearly, I might add) that we would need to carry this off with no additional resources, tenure-track lines, administrative support, additional compensation etc. Really? Just add classes and theses to our existing responsibilities? In our supposed free time? With no assistance? That was bad for morale. It's not that I fear change. I fear we will become mediocre very quickly/easily. The undergraduates and their education and the reputation of their degrees will decline. And with shoestring budgetts the graduate programs would be pretty mediocre as well. And what of the departments that don't lend themselves to medicine? THey will be abolished or downsized? Throwing away over 2 centuries of tradition for what seems to be a current perceived financial or political gain sounds short sighted. CofC is peerless. We are special. If we merge, we could soon have lots of institutions (regional mediocre sorta research universities) with whom to compare ourselves. And there won't be much special about us anymore. I am also concerned that our next president might know a lot about politics and nothing about running a college.

61. Having been at a R1 university in which most undergrads are taught by clinical professors, adjuncts, and doc students, I believe the time and attention of the tenured faculty will shift greatly to focus on research and grad students. I believe this will greatly influence the quality education currently offered to our undergraduate students.

62. Frankly, without information, facts, and data I find it virtually impossible to know what the implications of most the questions asked might be. "It all depends...." on a host of issues. But increased funding for ANY institution of higher education in SC seems unlikely. And who wants to be a fourth-rate research institution?

63. This is an institution that for much of its history had no clear mission, and when it began to have one, it was more or less handed down to it (at least after the state took it over). Add to it the College's checkered history (punctuated by, among other things, closure due to lack of funds, a shortsighted ruling class weary of educating the local populace for fear it might escape and seek its fortunes
elsewhere, poor management, and, for much of the early 20th century, discrimination against women and minorities) and you get the picture: there is very little about the current mission worth worrying about. Sure it has made huge strides since the early 70s. Some of it has to do with good leadership and some with the turning tide of history (as fortune, at long last, began to smile on Charleston). Some think fondly of Stern and some praise Higdon for whatever he did (mostly by way of infrastructure projects) to make the College look sufficiently attractive. Benson's legacy is yet to be assessed. Although not stellar, at least he deserves full credit for identifying the many structural problems this institution continues to face, for reaching out to the more enlightened segments of the local moneyed class, and for championing the cause of the merger.

64. The College provides a highly valued liberal arts education. A merger with MUSC does not add value to that mission. I work at the College because of the focus on teaching and students not because I want to work at an R1. I would work at an R1 if I wanted to. If we want to develop doctoral programs we can do that without a merger. The other important point is that when you look to Augusta Georgia where Augusta State has merged with the state medical school, three years later, everything continues to be in turmoil and the savings is?????

65. Faculty who must focus on external funding for their survival, must take time away from teaching to achieve that funding. I believe that the CoC focus on quality undergraduate teaching is of greatest value, and must be protected. Being a research institution requires tons of funding from outside agencies, like the National Science Foundation. I'd like to see us first focus on improving our Master's programs or drop them altogether, before thinking about PhD programs.

66. As a selective, public liberal arts & sciences institution, the College of Charleston is a distinctive, high-quality institution. I don't believe that we should sacrifice this strength (and we would) in order to become yet another mediocre, regional PhD-granting university.

67. College is not for sale, including by politics

68. Attempting to become a research university through a merger with MUSC will most likely be done on the cheap - there is little indication the state will fund it and the business community here has traditionally been a poor supporter. Perhaps the sciences will benefit - the loser will be the rest of the faculty and especially undergraduate students

69. This is a tricky and delicate situation. I support the idea of becoming more research focused if and ONLY IF we are able to: 1) cultivate sufficient funds for doing it well, 2) maintain a commitment to teaching, perhaps by allowing teaching-focused vs research-focused faculty lines, 3) maintain internal ownership to the changes we make and the speed with which we make them. Hard to imagine successfully pulling all three off.

70. Suddenly changing the long-standing mission of the College and destroying the uniqueness of the College of Charleston as the only public liberal arts college in South Carolina that strives for providing an affordable, quality liberal arts education would be a foolhardy attempt to placate the desires of politicians and other publicly elected officials who have no idea what they are doing.

71. The questions is whether or not the College wants to be all things for all the interested parties in Charleston such that we feel like we need to compete with and become something akin to Clemson or USC, rather then developing and strengthening our unique abilities. I would much rather see cooperation with our sister state institutions (like a 3+2 engineering degree with Clemson rather than creating our own) than trying to do things we are not good at or prepared to do just because Clemson or USC have indicated maybe they would come to town to offer a something in our neighborhood.
Many of my answers are influenced by the fact that there doesn't really seem to be - at least to me - a conversation about the *types* of research that would be emphasized with a merger with MUSC. There doesn't seem to be any discussion, for example, about building research programs in the humanities or social sciences, so it's really not at all clear to me how someone in one of those disciplines would fit in in this new university. I think we need to be honest about what the merger with MUSC would entail - it would be a further step in the direction of ignoring "how the other half lives." An honest conversation would be about creating a science and business university, which is a radical, radical departure from the institution's history. I am not saying that is bad in itself, but it is dishonest to suggest that CofC would be coming a comprehensive research university with an MUSC merger. Please, whoever reads this, be honest. The Charleston School of Law is an embarrassment - it is exactly a representation of what is wrong with higher education (an unnecessary institution creating massive debt for unaware students with few job prospects) - and CofC should avoid that at all costs.

Although tenured, with the possibility of a politician president and a merger I have decided that I no longer wish to work at the College. I wish those who will face these challenges the best, and I fear they will need to cultivate a stronger sense of community than currently exists to cope with the impending changes.

The College has a well-deserved and growing national reputation for excellence in undergraduate education, but that could be lost if we were forced to take on a different identity as the handmaiden of some new and not-very-distinguished research university. The College is not a pickle factory to be repurposed into a producer of some other product, nor are we a piece of real estate on which a new structure can be built in a short time. Even a mediocre research university, much less an excellent one, will cost far, far more than the state is currently spending on us and MUSC, both of which already bring significant revenue to the state. These are two highly successful institutions that the state should be very proud to support. We do what we do extremely well and the state should seek ways to help us do that better, rather than turning us into something completely different that would cost far more than the state could even afford to spend. On the other hand, if the state empowered MUSC and the College to lead their own collaboration--rather than having it dictated by people who are well-intentioned but have insufficient knowledge of higher education generally and of these two institutions particularly--that would be a different story. If MUSC and C of C took the lead rather than following someone else's blueprint, we could definitely add value to the region and create new opportunities for South Carolinians. This transformation would require more funding than the state currently provides and more self-direction than the state allows currently, and both of those changes would be good for South Carolina.

I have not had an opportunity to keep up over the break on the latest newspaper articles, etc. so am not as well-informed as some. I look forward to more discussion on campus.

I believe that offering doctoral programs is in line with the mission of the College as a public institution. Currently CofC is not fulfilling its mission at the full extent: we have many high potential graduates who are unable to move away from Charleston and yet are unable to reach their full potential by earning a doctorate in the discipline they love. This hurts the community, as well as the local economy.

It seems to me that the underlying philosophy for many of the proposed changes is that "there is no role for the small liberal arts institution in today's world." I think this is absurd, insulting, short sighted, and the view of a narrow mind. Can we not aspire to being a great undergraduate institution? The notion of "grow, grow, grow..." is destined to doom. We can and should increase our quality. Not more
students, but better ones. Not more programs, but better ones. One of the great oft used lies is that we can do more, better, with less. That is what we are being fed now. Adding programs, and glorying in the increased tuition is a disservice to our society. I came here because of what CofC was, and aspired to be. Now, each president is expected to be "transformative." Does the Board of Trustees not see what a 5-8 year cycle of transformation does? XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.

78. Historically, this has been an UNDER-resourced institution. Adding a greater research emphasis, which I wouldn't object to, would require CONSIDERABLY greater resources - and I just don't see that happening in SC. Further, in the Business School we have moved to an increased research role - but via DEMANDS for more WITHOUT any increase in resources/support. Doing high-quality research is IMPOSSIBLE with the teaching loads we carry. Now, we do not pay adequately to attract quality faculty, so nothing good will happen by simply demanding more without being more competitive and addressing the instructional side of the equation. We bring nothing to MUSC; they offer ... little at the undergraduate level.

79. CofC and MUSC are distinct institutions. I do not see how either institution would actually benefit from a merger. The Charleston "business community" is not expert in education and should have little-to-no say in how we liberally educate undergraduate students. We have a Graduate School -- why not grow it more?

80. The most important choice facing us right now is the selection of a new president. This leader needs to be someone with academic distinction and a progressive social agenda. XXXXXXXXXX meets neither criteria and would be a disaster for the College's future.

81. Although it is nice to have the opportunity to express my opinions, I strongly believe that the board is going to do what the board wants to do regardless of what is in the best interest of the College or how faculty feel.

82. Merging with MUSC is XXXXXXX promoted by politicians and by administrators who have shown that their approach to "improving" the college is to increase the size of administration. C of C now has oodles of assistant and associate deans and provosts, and plenty of directors of this or that, where most of the this and that has nothing to do with helping students learn how to think, but a lot to do with convincing students about how they should view the world, the country, and social issues. And the students, or rather their parents, are paying to subsidize this fluff (a word that is too kind). If MUSC and C of C were to merge, the administrators at the two would duke it out go gain corners of power, while faculty in Ph.D. programs at the latter institution would likely become increasingly remote from undergraduates. I went to a good undergraduate school that offered a few masters degree programs, and got my Ph.D. from a major research university. As a result, I would never send my kids off to college at a typical research university. The students will fare better if we don't "improve" any more than we already have.

83. The vision of "New Charleston" is incorrect with respect to science and the humanities; outside computer and bio-tech related fields this vision is woefully uninformed.

84. The structure of a merger has not been made clear, so it is difficult to answer these questions. I am not at all confident that either the state or an administration centrally interested in finding synergies with MUSC and in maximizing the economic entwinement of business and the college would be strong advocates for liberal arts education. To be convinced, I would need to see actual models that the proponents of a merger have in mind. At the moment, the proposal has the feel of a legislatively
imposed fantasy with no actual plan for operationalization. I'm reminded of the South Park gnomes profit plan. Phase 1: mandate a merger. Phase 2: ??? Phase 3: Great University! It COULD work. But I have no reason yet to believe that there is a commitment to anything realistic in the ??? phase. Acquiring the law school seems more plausible, since it would not necessarily involve a shift to being a research university. Each institution could maintain relative independence, and the current mission of the College synergizes quite well with that of a law school.

85. The future will not be kind to expensive liberal arts schools that do not actively research.

86. I believe that the College of Charleston is in a prime position to develop a more formalized collaboration with MUSC. I do not necessarily believe that needs to be a merger. If we do not take this opportunity to develop a formal working relationship with MUSC, I believe that our faculty and students will suffer. I am committed to an undergraduate liberal arts and sciences education, however, I do not believe that a research university is at odds with this mission. I believe that we can maintain the benefits of a small liberal arts and sciences undergraduate experience combined with the benefits of a research university. I think that the greatest threat to the College of Charleston at this time is a president without an academic background. I believe that an academic president (i.e., someone with a PhD and experience in higher education) is the only way that the College of Charleston will successfully navigate this transition and opportunity to maintain a liberal arts and sciences mission while capitalizing on opportunities for growth in Charleston.

87. I feel the College is unique in that it has over 11,000 students yet is still a "teaching focused" school. As it stands, the infrastructure at CofC is woefully inadequate to support the change to a research university. Further, if faculty will charged with securing external funding (a necessity in becoming a research university) they CANNOT teach at the current course loads nor can they continue without graduate student support and enhanced ORGA staffing. In short, completely changing the mission of the school is risky and I would be fearful of losing our "niche" if this were to occur.

88. It should be with the support of the faculty, otherwise it is bound to fail and there may be an exodus. The state has shown its unwillingness to support higher education year after year, I would say even its eagerness to defund higher education, I have zero confidence in that funding would be adequate if there was a merge with MUSC. The Law School would drag the College down, it is a mediocre institution. I believe we are a good regional undergraduate institution, to remain so, we need to get more funding. If the business community has some unmet needs, they should be specific about what they need first.

89. Most faculty and programs on campus COULD NOT become graduate programs (even small ones) without taking away our intended focus on undergraduates. I had plenty of opportunity to become a part of R1-type institutions and I CHOSE to CofC because its missions (as of Fall 2009 and 2010) fit my career goals. I WILL NOT remain at the college if such a merger or forcing of graduate programs upon the college occurs. I do not believe it fits the culture of the students, most faculty and staff, or the community. Allow another part of Charleston to become graduate-student centric - NOT CofC.

90. Although I like the College's liberal arts orientation and size, I am not in principle opposed to research institutions. Indeed, at a different stage in my career, I would love to be at a research institution that allows me to focus more on writing and research. My concern is that in the current state of affairs, where the state of South Caroline barely pays for the existing institutions of higher learning and the federal government is continuously reducing its support for education, it is unwise to attempt to create a new research university here. We simply will not have the funds to do so, which means that we will have to rely on increased enrollments to bring in more funds. Unlike the proponents of such growth, I see this as a threat to the college not an opportunity for the following reasons: 1. currently COFC
appeals to students and parents for its size and academic culture. Both of these assets would be lost if we grow simply to attract students and bring in more money. 2. A school’s reputation is built very slowly over time. A new research university - even if we assume we have the money to create it, which I doubt - will not be able to attract excellent students for at least a decade or two. In the meantime, we will lose the high-quality students who come to the Charleston precisely because we are not a research university. 3. if we become a research university we would be completing with two established research institutions - Clemson and USC - that have facilities, funding, faculty, and reputation. We simply do not have what it takes to compete with them on their terms. The only way we complete successfully with them currently for students is because we are not a research university.

91. The mission of the College is fine. Its execution is problematic. The CCollege is in a better position than ever to succeed because of the attractiveness of Charleston

92. I know the College must change and adapt as time continues and this is a good thing. However, changing the college to a research institution changes the attitude of the faculty. I personally enjoy doing research and working with students in the research lab. This is a way that I can expand their education and show students how to apply knowledge and skills they have been learning in the classroom. However as a research institution this focus changes because the research demands on the faculty member increases, and so the time that can be spent with the students decreases. The only way for faculty to compete in the research world is to have this be their focus and once this happens undergraduate students suffer because we are no longer student focused. I have seen it as an undergraduate, graduate student, and as a post-doc. The next issue is do we start graduate programs to sustain the level of research "desired"? If that happens our undergraduates would no longer be why we are here and so what would make us special? Nothing. We would become an institution with an ok undergraduate program and some mediocre graduate programs. Although research is fun, exciting, and a great way to teach students it should NEVER become our focus.

93. I am concerned that the College would be swallowed whole by a merger.

94. I applied to C of C in part based on its student-focused, liberal arts-focused mission. I think changing the College's mission and trying to attempt high power research mergers without the State first stepping up with the majority of supporting funds is a big mistake. We are in no way funded or structured to support ourselves as a serious research university. Further, I think that changing the mission to this degree is an egregious breach of trust with the faculty who came here in the spirit of and/or have grown to love, our current mission and culture.

95. Seems a bit late in asking this question. After being here for 20 years I am well aware of current and past cultures of the college. In my opinion the culture here has shifted to being a research university without the funding. Currently we play a game of representing to the public that we are both a teaching centered school when really the faculty are being told we are to act like R1 faculty in many ways. I don’t see a good foothold for the arts being maintained in a culture that will become increasingly about grants and traditional research expressions. We should be mindful that we sit in a historic city with a great artistic heritage that Spoleto festival chose to make a home in of all the cities in America. They did not look to Clemson or Columbia for a home. The college is an inseparable part of the identity of the city and likewise the city is an inseparable part of the college. President Higdon saw great potential in our school in a different way. He valued the collective offerings here from science to the arts as well as the idea that focusing on great teaching at this institution was how we distinguished ourselves from the other offerings in the state. He found money and was making strides building upon our unique identity. Ultimately, he returned to the culture that already had this
mindset and did not need to be convinced. Had we continued moving in this direction I think we would be in a very good place despite setbacks due to the economy. Personally, I am not interested in turning us into a cookie cutter R1 school with the idea that we will become financially secure. Is that really possible in today's world? If someone could promise me that we could become a research institute like my Alma mater, xxx, where every discipline, from sciences, to the Law school, to the Medical school AND the Arts are seen as equal and vital to the success of the school I would be all for it. The expression of each discipline is allowed to be unique and appropriate for their discipline there. xxxxxxxxxxxxx, the city and the school are one. I obviously think highly of my alma mater, but I would hope and pray that we would look at successful schools xxxxxxxx that broke the mold of R1 schools and in doing so created its own place in the world much faster. If you look at its history you will see that it once was more a commuter school that made a thoughtful plan for how to achieve greatness that did not throw the baby out with the bath water.xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
why MUSC would want to pursue such a merger.

99. this is a political move, only some people will be in a good position

100. The proposed merger with MUSC does not create a broad-based research university.

101. We are fools to think we will ever be able to compete with research institutions.

102. If we merge with MUSC and/or add in the Law School, the liberal arts faculty will fall further behind the STEM faculty in research funding, salaries, and influence at the institution. We are already far behind in salary and research funding; this will make it much, much worse. What we have to contribute will be considered unimportant; lines will be lost, the General Education requirements will be weakened, and we will be relegated to second-class citizens.

103. I feel that the merger would be great for the community, and in 20-25 years, great for the college. Growing pains would be tremendous, and I am certain that most of my peers could not regroup to become competitive at a research university. In the short-term, the merger would be VERY painful. In the long-term, 25 years from now, I think it would make Charleston a better city. This University has lasted 200 years and we should expect it to last 200 more; it isn't something that I would choose for my career, but if the change happens, I would eagerly roll with it. It's good for the greater Charleston Community, and it is good for our distant-future students.

104. The time I have spent at research institutions have taught me that increased research requirements and the added mentoring requirements of working with doctoral students have lessened the emphasis on and time spent with undergraduates.

105. Under no circumstances should that be allowed.

106. There are caveats which apply to the above questions. Much rides on how these changes are enacted. In addition, increasing enrollment would occur with expansion of graduate programs, but undergraduate enrollment could remain static.

107. I am an adjunct, and have been teaching here continuously since 2005. We are just getting to the point where there is finally a little more awareness of what adjuncts contribute, which I hope might also develop into a voice on the senate and committees and maybe a pay raise. I worry that a merger with MUSC would put us even lower on the ladder and wipe away what little progress we have made.

108. C of C has difficulty funding the programs it has currently. Without a substantial increase in resources, I am afraid that we will lose what is valuable about C of C now, and be unable to reach any prominence as a research university.

109. In a merger with the Medical University the Humanities faculty would play second fiddle to the sciences and would not enjoy increased funding, salaries, facilities, or status.

110. I do not see the need to change the College's mission regarding undergraduate education if it were to become a research institution. The mission would necessarily change to add those components associated with becoming a research institution. Why do I get the feeling from the survey that maintaining a focus on providing a strong undergraduate liberal arts and science education and seeking to develop a research institution are mutually exclusive. Also, I understand that there are economic forces at work here—those that are associated with funding and those that are associated with benefitting the community in general and the business world specifically; however, I feel the issue that is often overlooked and that is not addressed directly by the survey is this. Does becoming a research
institution provide more opportunities for the students at the College of Charleston and more opportunity to become a student at the College of Charleston? I believe the answer to both parts of that question is "Yes"! And that is why I am in favor of seeking to become a research institution whether it is on our own or through a merger with MUSC.

111. At this time, with so much in the air, it is really difficult for me to say whether I would be in support of a merger or not. I would want to know MUCH more about what it would mean for me and for my students before deciding whether or not I could get behind it.

112. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

113. We either make a move forward and become a research institution or stay a teaching school and limit our opportunities.

114. The merger seems to be driven by outside interests. These interests evidently see a financial gain for themselves with such a merger. Ultimately, they may see a temporary benefit, followed by collapse, because they have no true idea of the level of support necessary (new faculty positions, new programs, new grad students, lost faculty teaching time, etc.) to transition to a successful R1 institution.

115. Some of these questions are loaded.

116. Please don't let these changes happen. The college has a wonderful history as an undergraduate institution and there are not many of these left in the south. Do not join MUSC and do not try to be a research institution when we are truly a teaching institution.

117. One of the most concerning issues looming is the presidential search. It appears that xxxxxxxxxxxxxx xxxxxxxxxx is going to be the next president already. One has to wonder how many good candidates will not apply because of his entry and it will and already does appear that the search is a sham. One wonders what this will mean for the future of the college if this can happen.

118. The notion of a merger between a liberal arts institution and a medical university is xxxxxxxx. Based on reading that I've done - it's never been done. Even merger that have involved research I university and medical universities have not gone well. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

119. Know thyself. If you are looking to improve the College, then begin with your strengths and do not alienate your faculty and graduates. In any case, hitching our star to the same ambitions as the City is problematic as the level of growth, densification, and ... pretense in the City right now is simply not SUSTAINABLE.

120. The role of the college will simply become that of another minor school --- like dentistry, nursing --- in a mega environment, and the mission will be lost just as happened in Georgia with its medical school and the liberal arts school there.

121. It seems that at all big-time research universities, undergraduate teaching suffers.

122. A major concern is that teaching expectations will remain the same for faculty as additional research expectations are expected as well, without additional compensation. I've already begun to feel this. A strong draw to CoFC is that it is a teaching institution where students get to know the faculty, get to work with the faculty, etc. Increased numbers and a research focus could potentially affect this culture in a negative way.
123. I'm a junior faculty member who's not yet committed to remaining at CofC long term, because I want to be at a research institution. If the College moves in this direction, I will be much more likely to remain here.

124. Several of these questions are leading. I think that individual programs may be able to maintain their mission and academic culture, even with a merger. There is already a great deal of variation in mission and academic culture across our current campus.

125. I came here because I did not want to be at a research university, I wanted both my teaching and research to have value. I also wanted to focus on undergraduates, the addition of graduate students takes away from that. In the sciences turning to a research institution means significantly higher salaries as well as huge operating budgets and start-up costs. Because we didn't start with these and MUSC did, we would not be able to compete and would quickly be seen as obsolete—unless the College could come up with the money to redo every science professor's lab and provide them with the money to hire graduate students and do their research for at least 3 years while they get the recognition necessary to get the grants to fund themselves. Merging with MUSC also has a high potential to cause the college to become simply a feeder for MUSC and for them to dictate which classes/departments are important.

126. My overall impression is that the business community and political leaders are trying to change what is a really good university. I don't have much faith that the professors will have much power to alter this regrettable development.

127. I think the benefits to our students of becoming a fully-funded research university outweigh other considerations.

128. I think that a college that focuses on the teaching component can still do amazing research. Students will continue to need the basic skills in some subjects before they can be successful in a "research institute". So perhaps having some courses focusing more on the teaching of the necessary background and then others focusing more on the research would be a good balance.

129. Becoming a research university would not require the abandonment of good teaching. R1s have horrible teachers, and we don't have to abide by that standard either!

130. The College IS in fact presently a research institution, but one that maintains an excellent and increasingly rare balance between teaching and research. The vision of a research university implicit in this survey and explicitly articulated by President Benson and others would, I believe, necessarily disrupt that balance and negatively impact students and the community. As our public schools fall apart, income inequality increases, and more SC and American high school and college students lag behind those of other nations in critical thinking and other skills, the role of teaching undergraduates becomes more and not less important, and fewer and fewer "teaching schools" are capable or interested in doing the job. I take research very seriously and would have no trouble contributing in the proposed research university environment. Nevertheless, I think it's a mistake to go in that direction, one that would hurt the community and state in fundamental ways that offset the business and political advantages of a merger or other research university model. But I look forward to hearing more arguments pro and con.

131. In some areas where I either said I don't know or remain neutral, I would need more data and information to make a more informed decision.

132. Given the history of South Carolina in its support of higher education, I see no evidence that transforming the College into a research institution would ever be funded at an adequate level. The worst possible outcome would be to mandate that the institution become another mediocre PhD
granting institution. The argument that this institution must transform into training workers for "New Charleston" is not cogent, both because specialized workers typically come from outside a region and because the majority of employers say they want workers who are trained in the ways that a liberal arts college trains them. The Board of Trustees and current administration are ignoring the aspirations of the faculty. Without buy-in from faculty, rolling the dice this way would be a disaster.

**Part II: Value of the current mission**

1. The critical thinking question seems to imply that other, non-liberal arts, models do not embrace critical thinking. I doubt that this is true.

2. A collaboration would make more sense. Look at the current financial of MUSC and see that it is a blackhole. The operating model of research there is virtually all soft money and given the current federal funding of research, who exactly is going to recommend funding research at a school like the merged product when they could fund those at Harvard, Yale, MIT, and CalTech?

3. Undergraduate education in Charleston with a global reach and perspective is highly valuable.

4. The expansion of master programs would depend on the quality of the programs. I feel some of the programs we have are currently "pay for your degree" and the quality of the programming is less than it should be. If the focus is not just on quantity/revenue, it could help to guide the College toward greatness.

5. Again questions d and e: Such a change *should* increase the budget but is the money available?

6. When did we drop the nomenclature of Liberal Arts and Sciences?

7. I strongly believe we could grow our graduate programs (with some increased support) without sacrificing our strong Liberal Arts AND SCIENCES traditions and strengths.

8. The value added of graduate program development at the Masters or Doctoral level depends upon the need for such programs at the state level and the unique drivers that justify such development locally. It makes no sense to grow a graduate program in chemistry (the state even now does not provide enough support to USC and Clemson to be top tier programs) but it would make sense for the state to develop in Charleston graduate programs in tourism, maritime business, marine biology, computer science, biomedical engineering, history, and other areas. But only if those programs are funded at nationally competitive levels of the best similar programs already in existence elsewhere in the country.

9. The lowcountry needs some Ph.D. programs.

10. This section equates the current strategic plan with the mission statement of the College. They aren't the same.

11. The world does not need more PhDs. Charleston in particular does not need more PhDs. (Do people not read the Chronicle????) The world does definitely not need more PhDs from mediocre graduate programs, which is what we would be. I would actively discourage any student of mine from attending a PhD program here.

12. A strong liberal arts degree is a great education for some students but not for others.

13. The liberal arts component is a special one.
14. Why would the legislature which already gives us few $$ give us more just because we had a graduate program? We could achieve "greatness" by providing a first class education - and first class salaries to faculty. That would make us highly sought after by both students and future faculty.

15. If C of C becomes a Ph D granting institution, my department automatically becomes ineligible for the kind of NSF grants we have had success with.

16. Again, CoC requires and administration that understands graduate education and the COSTS associated with it. At the present time we do not have an administrative or academic culture that could support a PhD program in any area. This must be developed first.

17. Only if newly trained PhDs can be absorbed into the community does it makes sense. I do not see many career paths in Charleston requiring a PhD in marine biology, but some in education and maybe a few in computer science.

18. In 2007 something like 85% of the faculty declared themselves in favor of the College continuing to think of itself as a liberal arts and sciences institution. Those attitudes don't change because Boeing gets a tax-break from the state of South Carolina.

19. Honestly, I don't think we have a common mission anymore--at best we have school-specific ones.

20. We could definitely establish some of our own PhD programs

21. 244 years of history, a national reputation which may not match MUSC's, but is respectable nonetheless, 7 to 10 applicants per vacant slot for incoming freshmen, 8% of funding from, but 100% of strategic control for State lawmakers and their appointees and no promises that a merger will be accompanied by drastically increased funding (on the contrary, if past is prologue). Enough said.

22. PhD programs loose money

23. We need to think about expanding our mission to meet regional and state needs. We can protect the liberal arts core and still offer targeted graduate programs in high need areas.

24. The College is not really serious about improving graduate education and fully supporting it. If they want to run a quality Master's Level program they need to provide tuition support to graduate students so that they do not need second or third jobs to pay for their stay here in Charleston. If they want to create competitive PhD programs the school must commit to full tuition remission for graduate students, a competitive stipend for the first few years of a program, full health insurance for PhD students. They also have to create a more sophisticated support staff to support the grants accounting and management that would be required for faculty to have grants that support PhD students. There is no such support now and faculty for the most part have to do their own grants accounting. This is unheard of at "great" institutions.

25. This question seems to mostly describe the status quo: what is meant by "limited expansion" of graduate programs? This is what has been pursued in the past ten years. If we continue on this course at the same pace, only allowing money-making graduate programs (mostly master's level) I see no path to increase the stature of the College. It will further develop CoC into a comprehensive university, not necessarily increasing the level and quality of research. On the other hand (as hinted in the last few questions on this page) if the expansion includes doctoral program, then I think it would lead to improvement in many areas: from increased educational opportunities from our undergraduates (access to higher level courses, enhanced research opportunities, e.g. research in teams, vertically integrated research experiences and such), to better serving our community, to responding to local business and
industry need. I believe it is incorrect to assume that developing doctoral programs will create tension and competition with undergraduate programs, and see no contradiction in maintaining a strong liberal arts and sciences environment and developing excellent doctoral programs in those departments which have the capability (e.g. in terms level and diversity of faculty research) to offer them. I can think of institutions like Dartmouth University, excelling in both undergraduate and graduate education. I believe the two can interact synergetically and boost the path of CofC to becoming a model institution that focus on ALL of his students, undergraduate and graduate, with the same level of attention and excellence.

26. Business people have one goal, more money. It helps them if we train people to do exactly what the business needs today. When business changes, it has shown it will discard those not needed. A broad education makes a person versatile. Become the trade school to local businesses is a recipe for misery.

27. Again, we in the Business School teach in the MBA program with NO adjustment to our teaching load. Having taught graduate-level courses for 10 years before I came to CofC, this is simply absurd. IF anybody here wants to deliver ‘quality’ learning opportunities, then support must be provided beyond merely demanding more of faculty [for low pay]. Masters programs are a challenge as is, to offer doctoral-level degrees is truly absurd - unless a miracle happens to the culture.

28. There is little incentive or buy-in from the faculty for PhD programs; the current perspective of the administration is that PhD (and all) graduate programs are "money-makers" which is nearly 100% false in the sciences.

29. Again, it is tough to answer these questions without more specifics.

30. I am undecided at this point about the idea of expanding graduate education further on an M.A. and Ph.D. level. Faculty and departments within the targeted areas would have to be the ones to make the case for such an expansion as they would carry the burden of training graduate students. Then the the rest of the school will have to discuss issues of cost-sharing, T&P, etc. In any case, such discussions have to occur on the level of departments, schools, committees and Senate first and foremost.

31. I don’t think an undergraduate liberal arts focus is incompatible with PhD programs, but PhD programs are expensive and choices will have to be made. I'm not confident in the current academic leadership being able to undertake the dialog necessary to make hard choices or in the fortitude of the leadership to do it and move on regardless of pushback.

32. Glad to see this part of the survey!

33. Right now many graduate programs do not have the funding to be excellent programs. Without funding we attract lower performing students—and then the good students do not have enough resources to excel. Sure their money is green and helps the college generate revenue but that does not reflect the greatness you propose in the questions above.

34. I do think a liberal arts education is the most valuable kind of college education for a person, and economically - but the latter generally only when combined with an advanced degree. There is no reason we have to provide such degrees, though, particularly when our graduate programs are not strong and probably won’t become strong.

35. The local economy is unlikely to have a great need for Ph.D.s. Having professional programs at a liberal arts institution insures that these professionals will be liberally educated with all of the benefits to employers and society that result from such an education.
36. The current master's program at the Grice Marine lab is problematic, student's take on considerable debt, unavailability of tuition waivers, attrition, Grice faculty is all male, student's take considerably longer to graduate than a master's program should be. I am not sure that a mediocre Ph.D. Program would be of benefit to students.

37. The thing that has made the College of Charleston "great" is the focus on education. The more the College pushes towards a focus on research, the more likely it is that this mission will become lost in the shuffle. The focus of these questions assumes that grant funding is the path to greater economic success at the College, however, the College has done little to nothing to actually support research. Rather, it snapped its fingers one day and said faculty must research -- it changed NOTHING else. Senior faculty are second class citizens in this system as a) they have no value in this new model and b) they must pick up the slack for the junior faculty who must produce increasing amounts of research in order to get tenure. This mindset also assumes that only heavy grant funded departments will be valued by the institution. All the while the actual focus on EDUCATION will fall by the wayside as people are forced more and more to produce research. The College of Charleston is not set up to be a major research institution. Trying to reinvent the wheel now is going to kill the culture of the College. You want to be truly "great" put actual money into being an institution that actually cares about the education that its students receive. They are becoming fewer and farther between every day.

38. not sense the questions????????????????????????????????????????????????? 

39. Any salaries that are raised would be in the new fields and in the new programs, not in the areas in liberal arts that currently exist.

40. Clearly, I feel mixed. Our current strategy is not bad for the region, and CofC is vital to the development and culture of Charleston. If we merge, I understand the long-term benefits. If we stayed the same, I also would be happy, but recognize that the merger will eventually happen. In my lifetime? I don't know. But eventually, the two will merge.

41. Our current mission often surprises students. Many, who come to the College, do not select it because its commitment to the liberal arts. They do not understand what it means to have a foundation built around general education and would prefer more vocationally oriented majors. I am not saying that I agree with this view --- just that our mission is poorly understood by students and the wider community. The question is to what degree if any should we modify a poorly understood mission because students and the outside community are not going to change.

42. In the long run, sticking to the Undergraduate focus, and building a reputation nationally for a top quality undergraduate education might result in a better financial position for the College, partially as a result of alumni success and great potential for alumni giving.

43. Again,, some caveats apply. Entering the workforce is a much more complex issue than the question above measures. Undergraduate liberal arts, with a focus on oral and written communication and complex thinking are an excellent preparation for graduate or specialized studies, but may not be what is needed for today's competitive work environment.

44. These are definitely leading push-poll type questions, designed to elicit agreement with and preservation of undergraduate-centered education. Those of us who disagree with this will not have our opinions measured fairly by this survey. Regarding the third question in this section, a liberal arts education is increasingly irrelevant for preparing people for the modern workforce. It's technical education that we have to put a stronger emphasis on --- engineering, architecture, pre-profession medicine, and of course the physical and natural sciences.
45. The best way to improve the quality of education at the college would be to raise faculty salaries so they are competitive with the schools we want to emulate.

46. Even the forced development of select PhD programs can easily take resources away from current programs. Faculty will have less time for current tasks (without significant investment in new lines), current Masters students will suffer from a lack of support, as money gets shifted to PhD students (from faculty perspective that would only make sense).

47. The movement away from the liberal arts model would be, in my opinion, a grave mistake. Should the state force the two institutions to merge, I will do everything I can to leave this institution as quickly as I can find employment elsewhere. I wish I had better understood things before I came here. I have brought in grant money to the institution. However, I have come to view my decision to come here as one the greatest errors of my career and I can't wait to leave this institution - regardless of how this process turns out.

48. If you cannot do a better job of developing Masters programs than you have done so far, please stay out of it.

49. Better to be a quality school with limited programs than to be completely mediocre trying to be all things to all people.

50. The addition of select PhD programs would hurt our ability to get grant money because we currently apply for money from NSF as an undergraduate institution. Adding PhD programs would mean that we would have to compete more directly with the research universities and would be less likely to get grants.

51. We have to become open to becoming a Ph.D granting institution

52. The current mission of the college does not have to be sacrificed for increased graduate education. Grad education needs to be done better, as well as our undergraduate teaching....

53. An overwhelming number of students have told me they wanted the experience that CofC offers over a big research school. Likewise, I believe that most faculty at CofC conceive of this institution as a place to work with students in a liberal arts tradition of small class sizes and independent study and research focused on undergraduates. I believe the College best positions itself for greatness as the flagship public liberal arts institution for the state. We will never compete (and have no reason to compete) with the research universities. I suspect there would be a massive exodus of faculty and a great deal of hesitancy to come to an institution like this without a massive infusion of resources that I believe the state will never provide.

Part III: Future leadership of the College

1. It is important for the new president to know the history of the College and to have of clear understanding of its liberal arts identity.

2. I am in my fifth year of service at the college, and while I do not doubt the sincerity of the administration's desire to transform the college into a more research-oriented institution, the lack of resources that have been available since I arrived make me doubt its ability to do so. I have been consistently amazed with the quality of the research produced by the college's faculty, especially given
the constraints that they're working under. And I am concerned that if they continue to produce at this level, they will be poached, because the college has been slow to reward superior research performance with increases in salary and other funding. Anything the administration can do to help bring out the best in our current faculty, and to increase the chances that they will stay at the college, would be greatly appreciated.

3. It does not matter what faculty prefer, xxxxxxxxxx will be the next CofC president.

4. When xxxxxxxxxxxxxxx becomes president xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxx.

5. For any kind of credibility, the president of the College must have a post-graduate degree, preferably a doctorate of philosophy. A masters degree is not sufficient for the job.

6. I am concerned about various politicians' desires to become the next CofC President. As the landscape of higher education continues to change throughout the country, we need someone with previous experience in higher education AND who can guide the institution to the future. We also need the President to be a tireless advocate of higher education, especially Liberal Arts, as we are in a state that traditionally place a lot of value on what we do.

7. I am very pleased with many of our recent hires in academics.

8. Beyond the obvious links to diversity challenged institutions (Sons of the Confederacy), I have no objections to a well-connected former legislator becoming President of CofC. The main job this poor position has is to convince the Legislature and others to support the College. And this person has a good track record of getting such support for much more bizarre causes than CofC. The president/administration/legislature can "make" the faculty become a Research institution. There's nothing that stops them from doing that. But as we are the foot soldiers of this army and we were all hired with the full knowledge that we were coming to an UNDERGRADUATE college, it would be wise to take into account we're not enthusiastic about such a decision. We are the ones who will have to do all the work.

9. I think proven understanding of the current state of higher education is more important than a record of service in HE. I don't think one mandates the other.

10. We can't afford another xxxxxxxxxx. Not in 2014.

11. xxxxxxxxxxxxxxxxx is a good man who loves the college. However due to his lack of experience he would be dependent on the current executive leadership who are a part of the problem. A more seasoned administrator will quickly realize a disconnect between admin and faculty.

12. I have significant reservations about the candidates mentioned in newspaper articles for instance, who are all politicians, lawyers, business people, etc. While I recognize that it would likely be beneficial to hire a president with "connections" to Columbia and the business community, I have no reason to believe that any politician would be able to secure adequate funding from the state as our president (why haven't they already done so while in office?) and I suspect that the local business community is unaware of the scale of resources that would be required to build MUSC and C of C into a combined research university.

13. The new President of the College must have a distinguished record of supporting, engaging and understanding diverse populations. The new President of the College must have a vast knowledge of what it means to be a respected leader in providing equity to communities of color and other
marginalized communities who have been disenfranchised by the legacies of racial oppression, poverty and other long-standing forms of social stratification in the South and across the U.S.

14. Some very good University Presidents have not been brainwashed in the academic milieu. Gates at Texas A&M, Stern at CofC for example. We need leadership and integrity at this time in the school's history.

15. For a President to lead, he/she must have a critical mass of faculty willing to follow with some enthusiasm. The business community and the politicians aren’t the people who will make the College function.

16. The challenges to higher education are often the faculty themselves.

17. I believe an internal candidate xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx would best serve the institution. In my opinion, it is much more important that the candidate be someone who loves the College, the city, and the area rather than someone with fundraising or political connections.

18. Ideally, I would have answered, "strongly agree" to all three of these rather pointed questions. However, SC is not a normal state. In fact, we may be the most parochial state in the nation. In Charleston, most faculty members at the College are considered “outsiders” from “off”. In SC, most of the residents of Charleston county are considered “sinners” or “evil doers”. In the rest of the country, most South Carolinians are considered “stupid” or “ignorant” or “backwards”. The cycle of isolation and misunderstanding is at the root cause of the failure of our state. It is also one of the attributes that bring tourists into our state. So if we want to succeed within the framework of state funding (and a Board of Trustees and local state representatives who seem to be driving our current discussion and angst) then we, as faculty should bite the bullet, calm down, go with the flow and deal with the result. In fact, we should probably embrace a local fellow with outstanding credentials in the state legislature, high stature in the local community, even (or maybe especially) if those from outside SC see that person as a bit of a caricature. We could certainly do worse. We have done so recently, with presidents from within the state as well as those from outside the state who had promising academic credentials. However, from the broader perspective of the academic growth of the institution, we have also done significantly better. The Board of Trustees and SC focused power brokers driving the current turmoil would, I think, disagree with this assessment, but the most influential President at the College since Ted Stern was Lee Higdon. But “we” managed to drive him away, seemingly because he was too “different” thinking. But thankfully he did not leave us until after he made historic improvements on our academic focus and he set us on an investment pathway to academic excellence.

19. I hope our next president appreciates and values the liberal arts,

20. Politicians should not be considered. The qualifications and vetting process for a new president should be done along similar lines as those of faculty.

21. with the last two presidents, the cofc finally broke free of that small state old-boy networking mentality that tended to treat the cofc presidency as a reward to retiring xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx for loyal services rendered, as though the presidency were just another example of political patronage, an opportunity to benefit one’s network politically and financially, as well as, admittedly, reaping some benefit xxxxxxxxxxxxxxxx. still, such folk, who think that successful political relationships translate to success in any other endeavor xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx because such political thinkers wouldn't normally think they could run a medical school without a medical degree or a business school without a business/economics degree, but the little oil' college of charleston, yeah sure! I can do that. yes, we're so glad that the cofc has moved away
from that mentality.

22. It's important for the new President to lay out a plan with his vision.

23. Experience in higher ed is essential for a college president. Fundraising ability also essential.

24. I am afraid that the current press coverage has made it impossible for us to have an open search. It feels as though the board and other constituents will be bullied into a decision that likely will not result in the most qualified candidate. I am concerned that the best candidates won't even apply because they believe the decision has already been made.

25. This issue is very very important to me. The appointment of a new President with no distinguished record of service in higher education would be a huge blow to faculty morale and confidence in our institution.

26. We need an experienced academic as president, not a career politician or businessman with aspirations. CofC is too good for that now.

27. The number of papers published or tenure packets read does not make for a good president. Successful fundraising, community communication, effective legislative lobbying, and strong industry connectivity are the most significant variables.

28. I don't think a new President necessarily has to come from an academic position, but s/he absolutely must _respect_ what we do, _trust_ that we know what we're doing, and _listen_ to us when we explain why we do what we do, so that s/he can then represent us appropriately to outside actors. The Provost has a huge role to play in this, too--s/he should be setting the academic agenda, based on what faculty do and need--not serving as messenger from the gods.

29. Higher education institutions are not businesses or governments so they do not follow those models. All decisions cannot be made using these models. There is a uniqueness to higher education institutions that require administrative experience in higher education to truly be able to lead them to the future, what ever that future may be. Only through that experience will a president of a major university be able to reach the goals that the institution aspires to. One would not expect a government official to be able to lead a religious organization or a religious leader to lead a corporation. Good administrators grow up throught the ranks. They are familiar with all the dynamics involved with managing a complicated organization. It only makes sense to have an academic leader taking the reins of an academic institution such as the College of Charleston.

30. The President of the College of Charleston must be an academic with extensive experience in higher education. I doubt MUSC is entertaining employing a new president who has not been a doctor researcher with extensive higher education experience. It is an insult to the College of Charleston to suggest that just because you have "gone to college" you know what is expected to lead a great college. You must first attend college, teach college students, work with faculty, lead faculty, work with administration and lead administration before you are President of the College of Charleston.

31. HE HAS NO EXPERIENCE.

32. The second question above provokes frustration because it is the PEOPLE in higher education who are facing challenges. The new president should be someone who has extensive knowledge of the
current drift toward treating higher education professors (at all levels) as less important and as deserving of greater scrutiny than administrators.

33. I am not looking for name recognition in my next president. I would prefer for him or her to have a solid track record in business and administration. I also want a president with a good background in higher education.

34. A distinguished record of service in higher education is not particularly indicative of what is requisite for a President these days--the most needed skill is probably now fund-raising. We hired Lee Higdon who had a pretty thin academic career and merely a master’s degree that paled beside that of investment banking and somehow thought he was a better academic choice than a solid Ph.D. who was heading up the State DNR? Bottom line is that absent a major donation Higdon would not have been considered for a tenure line faculty position at the College.

35. I am not so certain as many other faculty that xxxxxxxxxxxxxx would be a bad president.

36. We need someone who can lead the conversation about the future of the College and then take this vision and move us forward. We seem rudderless right now.

37. I believe a good University has a great leadership team, President and Provost, that boldly lead the institution and stand up for the values of the institution in the face of Board Members and Legislators that may force a change to our philosophy. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx. In a politicized state that seems to be only getting more politicized around Higher Education we need a president that understands the history of our institution, has a vision for its future, and understands the political climate we are in and can use that to our advantage. Understanding where higher education is, its challenges, and its possible futures is not rocket science and certainly it is not the sole domain of a life-time academic. What is more difficult to ascertain is whether a future President has the skills to manage a large institutions so that it feels "small" and has the skills and vision to produce change on campus and with the Board/Legislature. I would argue that our weakest president of the past has been an academic while our stronger ones (Higdon, Sanders) came from outside academia. The job of President is much different than the job of provost and requires skills that may be found in long time academics but are just as likely to be found in people from outside the academy.

38. It is absolutely essential that we have an experienced person leading this institution. I am not opposed to someone from private industry out right or to someone from governmetn, but to suggest that there are not qualified leaders from within higher education is absurd. Every private industry selects leaders based on experience - why is higher education an exception in this regard? Given the way South Carolina handles education, I am automatically suspicious of any government offiicial claiming to know how to lead a university.

39. From experience I know that politician presidents ruin public liberal arts schools.

40. The faculty at the College are extremely successful and distinguished in all areas (teaching, research, and service), something that many South Carolina leaders and newspaper editorialists don’t seem to realize. Anyone with experience in higher education understands the level of our achievements and has a much better grasp of what the institution needs to maintain and grow its excellence.

41. I am not in favor of any politician, not matter how well "connected" in the state, being chosen as our president.

42. I believe it is important that the administration takes count of the aspirations of the the faculty not as a whole. Different schools and different departments have different aspirations. Some departments
are ready to offer doctoral programs, others not. I hope the "average sentiment" will not be a determining factor.

43. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

44. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. It's bad enough that universities are being run as a business as it is, but having an academic as a president is imperative for incorporating some pretense of being responsive to faculty and its career challenges.

45. The most important choice facing us right now is the selection of a new president. This leader needs to be someone with academic distinction and a progressive social agenda. XXXXXXXXXXXXXXX meets neither criteria XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.

46. The horse has left the barn, re: President XXXXXXXXXXXXXXX

47. One of the most important issues facing the new President is finances. We only have three revenue streams, tuition, state funding and giving. We know the status of state funding and are also limited in how much we can raise tuition, thus giving the only means of increasing our revenue. So, I feel this should be a primary focus for the new administration.

48. It is thoroughly reasonable to expect that the future president would have the required qualifications for the job.

49. I'm not sure the president needs a record of service in higher education—plenty of mediocrity in higher education. I do think the new president needs to demonstrate a serious and sustained commitment to the values of higher education and recognize the difference between higher education as an enterprise and business or politics.

50. I believe the new president should have the College in their best interest. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. The new president should want to improve the College experience for the students and for faculty. How does the president do this? By actually listening to them. The president is someone that should have the ability to raise money, shuffle this money to new areas to improve the College's standing, and promote the College in a way that we become a top undergraduate college in the nation. This should be done without the idea "needing" to create new research programs. The new president should value what we do and what we have to offer instead of making us become a "research" institution which would destroy the greatness of the College.

51. "Amen" to all of the above!

52. This set of questions is wistful. It is like a new NFL coach trying to overhaul a team's offense strategy. Can they change—yes. Will it be difficult? Yes. Will it work? Time will tell. Would they be smart to look at what type of players they have on the roster? Yes. All the rhetoric around this new president hire sounds like most of our candidates do not plan on understanding the faculty perspective. Typical education.

53. Is XXXXXXXXXXXXXXX more likely to become president of the College because he is a Republican rather than a Democrat? Is that a good reason to make someone president? What does it have to do with knowing how to run a college?
54. What other serious institution of higher education in the state or nation would even have to ask this last question?

55. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
going again.

69. xxxxxxxxxxxxxxxx will do nothing except set the college back 200 years. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx does not qualify for the position of president.

70. I have great fears about a xxxxxxxxxx presidency at C of C. It will hinder diversity and once his record as the chief spokesman for the Confederacy becomes known widely it will raise questions about the quality of education here and will make it difficult to attract the high quality faculty and students we desire. This aspect of his candidacy will add nothing to the College and has many potentially adverse consequences. But it looks like the decision has already been made. Pity us!

71. Based on what I've read in the paper, it again sounds like the Board will have the president that they want. It seems unlikely that faculty will have a voice in the process. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.
ensuring the success of the college, and in keeping good faculty here. And it is beyond vital that the new president understand the nature of higher education in order for this institution to succeed, and in order to retain quality faculty.

78. I oppose the presidency going to someone who is not himself a scholar and deeply aware of the challenges facing higher ed.

79. It is of utmost importance that the new President of the College of Charleston have experience teaching, as well as successful experience in the administration of a large public 4 year college.

80. Successful leadership must be familiar with the challenges of higher education and the pitfalls of recent attempts to address those challenges. For example, it has become well established through example that institutions do not improve their financial condition by investing in the development of research. Likewise, it is well established that companies broadly find that students trained in the breadth of a liberal arts background are more creative, flexible, and innovative. I wouldn't mind strong business person who could raise money for the school, but any candidates who are floating the idea of guiding the merger of CofC and MUSC without having studied the details or appreciated the human resources involved in the success of such a merger are not qualified, in my opinion, to take on a leadership role in higher education.