Location: President’s Conference Room, Randolph Hall
Time: 11:05am-12:16pm
FACP Members in attendance: Denis Keyes, Jason Howell, Brian Lanahan, Aspen Olmstead, Lisa Ross, Jared Seay

The meeting started with introductions of the committee members around the table. The President was then asked to provide responses to questions posed by the committee.

1. What is the President’s Vision for the College? What do you view as comparable institutions and aspirational institutions? How do the changes in the city and region influence this vision?

The President responded that his vision is that the College is a world-class institution with a focus on liberal arts and professional programs.

Focal points of his vision with respect to the Board of Trustees include (a) creating one innovative major/minor/hybrid program each year (e.g., the new Meteorology program); (b) the new Learning Technology Center (LTC); (c) to double the number of sustainability-based courses, to increase graduate school enrollment, and increase enrollment in the School of Professional Studies (SPS) up to 500; and (d) increase spending on instruction.

Focal points of his vision with respect to the student body include (a) a focus on student retention via an increased emphasis on four-year graduation rates and freshman mentoring; (b) to increase underrepresented groups on campus and seek a minimum of 12% African-American student enrollment; (c) to increase the SAT/ACT scores of incoming students up (e.g., a goal of 600 each for SAT verbal and math); (d) to ensure student groups and the student body as a whole return to the core values of the College by posting these core values in classroom buildings and dormitories across campus; (e) to expand internship and “Study Away” (i.e., not necessarily abroad but an out-of-South Carolina experience) opportunities for students; (f) to increase student participation in campus activities and events; and (g) to create partnerships between the College and stakeholders in state government and local businesses.

Some steps recently undertaken to address some of these goals: (a) a recovery program to help students recover from drug and alcohol abuse is being initiated; (b) the College just hired a new Athletic Director that will focus on increasing student-athlete GPA and engaging the student body in athletic events; and (c) expanding the College’s footprint by acquiring the property on Lockwood and the King George Inn.

Some steps that the President plans to take in the near future include: (a) acquire and retain excellent faculty that provide quality instruction; (b) develop/expand bridge programs that will provide community/technical college students a clear path to the College; (c) getting resource levels up from state funding, donations, etc., with a focus on scholarships and diversity grants; (d) seeking startup funds for the North Campus from the state legislature; (e) the College has locked down some properties that it will acquire soon; (f) look at park-and-ride concepts to free up parking spaces on campus;
and (g) an upcoming collaboration with another major university that will soon be announced. Throughout the process, the President wants to retain a holistic approach and stay true to the College's identity.

2. **Budget Constraints:** In what ways will the College's growth be managed under current budgetary constraints? How can we sustain innovation in developing new major/minor/graduate degree programs?

   Overall the budget is more stable, as we are now operating on a more realistic 5-10 year average of student enrollment mix. Last year, the College was the only state higher education institution to get an increase in its operational base ($2 million). The bridge program under development will induce a request for a recurring increase from the state, and with growth in specific programs, the College will request one-time seed money to help fund that growth. The College will solicit from donors for several other projects, such as the LTC. One plan for generating income is to turn the grand King St. entrance to the Sottile Theatre into an income-producing asset by rebuilding it as flex space that can be rented out to groups for events.

3. **Faculty Salary Compression and Morale:** Faculty morale is generally low. Can you elaborate on your comments about compression at the recent Faculty Senate Meeting? What policy changes do you have in mind to address the compression issues?

   The President announced a plan to implement an increase in the T&P and promotion to full raises of around $500. The president wants to institute merit pay increases to help retain good faculty, and plans to address the Board of Trustees on the need to increase spending on instruction.

4. **Fair Compensation for Adjuncts:** How can the College ensure that adjunct instructors are fairly compensated and rewarded for providing quality instruction?

   The President agreed that the current level of adjunct compensation is terrible. Part of the issue he identified is that the College has not grown (in terms of enrollment) in 10 years. He identified a need to make our assets cash-positive to help produce money for instruction.

5. **Diversity:** While student minority enrollment has increased, the faculty are concerned about diversity at the College. What plans are in place to strengthen diversity among students, faculty, and staff?

   The College is set to release a new set of training modules geared towards diversity. Also see comments above about increasing minority population of student body.

6. **Student Engagement:** In light of recent events, media coverage, and recent policy changes, what measures can be taken to increase student activities and engagement on campus in an effort to promote student safety?
Student engagement is a difficult challenge. The President is working with student government to increase student participation in campus activities and events. The President will seek to improve the integration between the athletic department and the Division of Student Affairs. To address student safety concerns, security fees will be used to help upgrade camera systems and card access systems to campus facilities. There are shuttles offered at night to help transport students from downtown areas such as King Street. The President has asked the Board of Trustees to fund the hiring of 4 new campus public safety officers.

After the President addressed the above questions, Dr. Keyes asked if the President had any questions for the FACP or ways that the FACP could assist the President. The President responding by saying that he would like faculty to continue to innovate by coming up with new programs, concentrations, and certificates; to help define the needs for the new LTC and to help develop the LTC into a learning and teaching incubator that does profound things with immersed digital media and brings new dimensions to teaching. The President also seeks faculty suggestions for making better use of our available space on campus, including input on which divisions/departments could be relocated off-campus and how to utilize the space that is freed up. The President also asked for faculty to continue providing support for SACSCOC reaffirmation-related efforts, as we still have a way to go.

Dr. Lanahan then asked a question regarding the alcohol ban on Greek organizations, specifically if there was a target date for lifting the ban. The President responded that the ban will be lifted when those organizations have sufficiently trained their members on abuse, as they need to understand the importance of their role in the overall culture of campus life. In short, the ban will be lifted when those organizations get the message and change their policies to adhere to the core values of the institution.

Dr. Ross then asked a question regarding the upcoming partnership with another institution of higher education, and how it would differ than the CofC/MUSC merger discussions than took place a few years ago. The President responded that any possibility of a merger is now absent and that one of his first actions, to redefine the mission statement of the College, now positions CofC as an institution that can serve as both an undergraduate and a graduate institution, and that we no longer need a “research university” to provide that graduate component for us. The forthcoming announcement of alignment with another institution will be a true partnership as opposed to any sort of merger.

The meeting then adjourned, with the next meeting of the FACP with the President scheduled for January 18th, 2017.