Adjunct Issues. Here are changes that would not require cost:

- Enforce the rule that contracts need to be signed before classes begin.

  Response: (McGee) No such rule about signing contracts before classes start actually exists. In a minority of cases there is uncertainty if there will be enough enrollments to run the course up until the course starts, and unfortunately not a lot can typically be done about these situations. There are no perfect fixes for this issue.

- Given your commitment to converting temporary staff to permanent employees, is there any plan to provide longer-term adjuncts with multi-year contracts?

  Response: (McGee) Some institutions are moving towards this. Equity principles may be difficult to preserve, for example if there is a 5-yr adjunct in one department who may be offered a long-term contract, but a 7-yr adjunct in another that would not qualify due to typical enrollment demands, department policies, etc.

- It would be helpful to create a CofC web page that lists all information related to being an adjunct. For example, how contracts work, the criteria by which adjuncts are assessed, what formal channels are available for feedback, what the explicit expectations are about being included or not in decision-making and course scheduling, and details about parking discounts, rules, exceptions, etc.

  Response (McGee): Academic affairs will definitely take this idea and consider it over the summer.

- Remove the word “adjunct” from the CofC lexicon because it has a stigma attached to it. If adjuncts are legally W-2 part-time employees, give them the title of “part-time faculty.” Alternatively, if adjuncts become 1099 contractors, give them the tile of “contract faculty.”

  Response (McGee): In AY 2014-2015 there was an attempt to rename adjuncts as “Lecturers.” Multiple roster faculty objected to dropping the term adjunct.

- Review the efficacy of departmental evaluations of adjunct faculty, including formative suggestions about professional development.

  Response (McGee): Our accreditor requires that all faculty be evaluated, and the process must be regular and formalized.
Changes that would require cost (there is only one item here):

- Adopt the Faculty Welfare Committee’s recommendations to pay adjuncts a minimum salary of $4,000 per course and do away with the tiered payment system of being paid more per course if you teach more courses.

  Response (McGee): At CofC this year we spent $5.5 million on adjunct faculty salary. Adjuncts deliver between 30% and 35% of the credit hour instruction at the College. It is the intention of the administration to move away from the progressive pay system to a more equitable pay system. A current budget request from Academic Affairs to the President includes an across-the-board increase in adjunct pay.

- Part of the morale issues on campus come from budget cuts and loss of faculty lines. What is your vision for moving forward, particularly in regard to the ratio of roster faculty to contract faculty positions?

  Response: The President outlined some challenges we are facing. The just-passed Retirement reform bill will cost the College $900,000 in the first year. Raises in property insurance premiums will cost at least $300,000 more than last year. Thus our budget shortfall will be at least $1.2 million, and the Senate budget bill gives the College only a $500,000 increase in operating funds. The administration is continuing to watch the Fall 2017 enrollment picture. Still to be determined is outcome of legislative funding to repair roads. The current House bond bill gives the College over $11 million to fix Silcox and 58 George. The President has asked the Senate for an additional $8 million more for Silcox and $8 million for the Stern Center. The President reiterated that the College is in this budget situation because we haven’t grown in enrollment in 10 years. The current #1 priority on a capital basis is the acquisition of property here that will be used to help the college grow.

- Morale has continued to decline during your tenure as President. What specific plans do you have to address it? Some examples outside of the realm of faculty compensation include:
  
  - Reinstitute the Holiday party for faculty and staff.
  - Commencement speakers that contribute to the academic mission of the college.
  - Reinstate the bimonthly faculty happy hour at the Faculty House. Your attendance would be helpful.
  - Institute some perks, such as free access to the fitness center.

  Response: There were reports that lots of employees didn’t attend the holiday parties. The Lady Cougars holiday party is successful. Some schools are dropping commencement speakers. As CofC doesn’t pay for commencement speakers, the administration decided to invite alumni to come back and talk about what the college and their experiences here meant to them.
• Why are faculty members consistently undergoing merit evaluations when there is no merit compensation available?

Response (McGee): Certainly it is our desire to create regular opportunities for merit salary increases. This is difficult in our political climate due to frequent across-the-board pay mandates by the legislature. The President is asking for funding specifically to create a merit and market raise fund.

• Could you list three things that faculty members might do to help achieve your vision for the College?

Response: The President said that he would like faculty to

- Convince faculty senators to approve new BPS programs to help increase enrollments.
- Consider the General Studies major program as a way to increase enrollments.
- Add more innovative technology programs and courses, such as data science.
- Make it easy to get transfer students in.
- Provide ideas on how to expand our online and distance ed offerings.
- Provide input on how to grow the graduate school.