Minutes of April 4 2016 Senate Meeting
Present: Julia Eichelberger, Dough Friedman, Calvin Blackwell, Martha Stackel, Courtney Murren, William Veal, Brian McGee, Todd McNerney
Guests: Conseula Francis, Grant Gilmore, Godfrey Gibbison, Weishen Wang

1. Curricular Proposals on the Senate agenda for 4.5
a. MA in Community Planning Policy and Design

Grant explained the need for this and gives background on the program.

Questions:

Martha: Need to enroll 12 students a year at in-state tuition rates to be successful financially, figures for this?
Grant: we can handle a few more than that in the facilities we have, up to 16-18, and would give the college a good income. Survey monkey sent out to in students, 55 responses, 22 of our own said they would enroll tomorrow.

Doug: think there would be demand from elsewhere?
Grant: yes

Doug: will you market this?
Grant: yes, nationally and internationally

Tom: this is solely based on instate, would you offer in-state rates to out of staters?
Grant: good recruiting tool but we hope to have enough interest to not do that

Brain: large # of grad paying in-state; very few out of state

Courtney: grad students to have tuition remission through grants, etc?
Grant: it is possible to get this on occasion but in general people pay tuition. Have been talking to potential donors

William: Lab fees?
Grant: yes, Autocad, a design program, is an example

Brian: if this is approved we need to get program or course fees approved as well by BOT

William: Is there going to be a problem with hiring adjuncts
Grant: no, we have stack of people who would love to teach them. Teaching load wouldn’t be affected in a huge way for those teaching (Nathanial Walker, etc). ; will be “meets as” with undergrad versions of the class

Julia: Can’t get the donors without the program, couldn’t get the program without the faculty approval

Tom: is AA obligated to keep a promise for this program?

Brian: this has to be viable without a dime of donor money; must be fiscally sound on its own

Julia: doing “meets as” courses is important part of the program

Doug: What relationship does this have to the riley institute?

Grant: Joe Riley is willing to help teach; from the policy side

Doug: among faculty who does research/writing on this?

Grant: Barry, Nathanial, Kendra….

William: 12 students in the summer?

Grant: part of req’d summer study abroad program; doesn’t have to be out of the country. Do research in environment (could be hometown);

William: Like an independent study?

Grant: Yes, working with someone back here and bring it back in the fall. Sending photos back in forth, etc, Have a dynamic relationship

Julia: college would be investing… additional clerical support, supplies, computer equipment, offset by fees?

Grant: correct. Been discussing with Geology, they have classroom space and by the time science center is ready they would have room, also we just bought some hardware for students that is helpful to undergrad and grad

Martha: Asked about articulation table at the end of the document. Showing different institutions; at the bottom univ of Charleston, “yes” under modern but I thought it should be traditional with progressive component

Grant: In our program we don’t dismiss modern

Julia: The global part, very few other programs are taking that on. Another distinctive feature

Grant: yes

William: one staff hiring, been approved?
Brain: it would not come forward if we were not willing to support it, with expectation we will get funding from the program; Anytime program underperforms it is subject to review

Tom: the table, are those model programs?

Grant: yes, and some are nearby programs. Some are better programs in the country; standard modernist urban design schools

Tom: do you foresee any new trends in this industry that would necessitate different types of accreditations that would mean we need more resources?

Grant: No this is not a professional degree so shouldn’t be a problem

Vote: approved

b. Discuss Healthcare Minor within BPS program —Godfrey Gibbison answering questions.

Calvin: what program are those classes in now? Those classes are in catalog but BPS is not?

Godfrey: 5 exist, 3 are new to be approved by senate tmrw; all from BPS program. 5 PRST courses and those are the only ones not in the catalog;

Doug: what dept teaches them?

Godfrey: Professional studies; Fall of 14 to spring of 15 talking with people it was suggested a minor was created; Got the 5 initial classes going first;

Julia: approved by FCC?

Godfrey: Yes

Doug: was there financial info with proposal?

Julia: Yes, costs table

Godfrey: taking same courses as Prof Studies students; next few years we can absorb students but in later years may need adjuncts

Doug: public health took off may be surprised?

Brian: that would be a good problem to have

Doug: students here (downtown campus) going there?

Brian: yes but it could take some strain off programs here; health minor was recently deactivated bc staffing problems so even if modest # of students drove to north Charleston that would be a good thing;

Calvin: these classes are already going and have access capacity? So saving money possibly?
Godfrey: Yes

Calvin: My concern is the president keeps saying firewall; doesn't seem like firewall between the two programs [BPS and BA/BS]

Godfrey: Right now there is no firewall; Dan Greeberg (Psych faculty) has students in BPS program and really enjoys having those students and their work ethic can lead to other students working harder; we can make a firewall if that is what campus insists, but now we operate under one CoFC model

Conseula: nothing preventing students from enrolling in any BPS classes now

Brian: my job to make sure classes have the same quality, these are not a consolation prize; If Senate wishes to make a firewall then that can be a conversation, but it doesn’t seem like a large number of students are leaving downtown to go out to these classes except if they have trouble getting a seat, etc

Godfrey: don’t want to do a disservice to students down here by creating a firewall;

Courtney: how would you attract students from MUSC

Godfrey: That’s a masters level program

Discuss Deletion of program: Terminate a concentration in Information Systems

Godfrey: never able to attract a lot of people to this; very hard to staff courses when there are not enough students for the courses; more burdensome to advertise so it makes sense to delete; right now nobody is in this

Julia: This is more an FYI; unless we thought it was wrong to be deleted

Doug: Why was this a dud?

Godfrey: from the start it was not strong, just 100 and 200 level csci courses. Asked comsci to strengthen it but he thinks students realized they wouldn’t learn enough from it

Doug: not strong enough or not enough demand?

Godfrey: it was not strong enough; maybe if it was called information technology; info systems is often part of an accounting or business degree

Discuss New Certificate in Project Management in School of Professional Studies

Julia: certificate acts like a minor; all students could take this or come back and take this;

Doug: this is first certificate at undergrad level? why cert and not minor?
Godfrey: specific reason for this, a minor cannot stand on its own must be attached to a major; certificate you can get by itself; students w a degree could come back and get this certificate

Julia: so that would be new revenue
Godfrey: the new revenue we would hope. For someone working, at Blackbaud, Volvo, etc; Found magazine article of companies looking for credentials beyond degree, often certificates, and the #1 is in project management; very popular certificate nationally.

Julia: to make this happen add how many courses?

Godfrey: Add 6; would be shared between concentration and cert; I already have the people who would be teaching them; 2 are roster faculty and 4 are adjuncts, 1 is a cofc employee (3 on campus, 3 off)

William: shifting faculty away from other courses?

Godfrey: 2 would be teaching once a year on overload basis, staff member in spare time, 2 are off campus not cofc

William: all the courses are 7 weeks long

Godfrey: yes; 40% of curriculum is express format

William: meet for 3 hours, then have online discussion, how can we justify 3 hour credit course when they only meet 3 hours a week?

Godfrey: substantial delivery is online; hybrid courses

William: 301 mgmt and proj mgmt. 301difference?

Godfrey: they aren't the same at all; do not duplicate content

Courtney: have sense from professionals out in the world, if there was going to be campus students that have a certificate will it functionally act like a minor or its in addition?

Godfrey: It would be beyond degree; it is stand alone

Calvin: how do you apply to get into this program?

Godfrey: work with admissions to create a new menu; they have their own portal and so this would be added

Conseula: This would be a new admissions process; if the senate passes this then we will need a new process; In grad school they apply into grad school as non-degree seeking students

Calvin: does this count toward GPA for college admissions

Conseula: I don’t know how that will look; grad certs don’t submit GRE

Brian: we have large # of non-degree seeking students; do not submit GRE or ACT; upper 20s those numbers are basically useless, look at letters of reference; How do we screen? That is a hassle everywhere but we are already working through that at the grad level, so this will be more of the same.
Conseula: we give access to our undergrad curriculum to HS students already

Calvin: you are asking us to approve a new form of credential

Conseula: we’re asking about the budgetary implications of this

Calvin: can other undergraduate programs do this?

Conseula: yes

Calvin: Are we pulling the cat out of the bag without knowing implications? For example why would we have minor if we can have cert…

Godfrey: you would have to be able to convince your faculty of that, that the cert is a good idea. Keep in mind we are not creating anything new, it is being practiced in lots of places (duke UVA) and the fact that they have certs does not mean their minors disappear.

Calvin: counter example: Real Estate major; concentrations made more sense than majors like tourism mgmt., finances, etc. I am not comfortable voting for something I do not understand

Brian: only attracted students in urban areas, it is a new skill, professional; from looking elsewhere it is a niche market; Project Mgmt is a professional track

Godfrey: agrees with this

Tom: psych has thought about this; as Brian suggested it is a very specific niche and our minor would not be hurt by it at all; it is a very focused training program that is prof oriented

Doug: what will we get for this? Charging?

Godfrey: regular tuition

Doug: if there is differential tuition, how does that work for cofc fulltime students go up there to take those classes?

Brian: good question, do we want a firewall or not; this is an issue with differential tuition; this happens with MBA program; could say you had to be matriculated in the BPS program (but we are talking about hypotheticals) but it is not clear to me we will get that from the BOT

Calvin: no double counting issues? Minor and cert in same thing?

Brian: explains, but basically yes, they could do that in grad

Godfrey: it is the same classes so they could not really get cert and minor (Todd says same thing)

Julia: we are supposed to report to the senate; so our charge is to comment on it?

Todd: Discussion around what is a program… I think it is entirely appropriate for the budget to discuss all of these. I think you should discuss it, focus on the budgetary impacts, favor or not
favor it, and report that to the Senate. Rather than one committee looking at it, that various committees look at various pieces and makes that report

Julia: Seems like we need to decide on our opinion; Lets try to talk about it and see who is in favor from point of view of budget

Todd: These are important things to get on the record

Julia: I will convey a summary of this to the Senate

Todd: And this can be in the form of a document and it was a matter of the record

Tom: I support the deletion

Julia: healthcare minor?

Vote: 2 abstain (Courtney and calvin) the rest say Yes

Julia: Cert and the concentration in project mgmt. Lets start with the concentration

Todd: what is diff of minor and cert?

Conseula: minor is available to all students; only BPS can matriculate in a concentration

Julia: Concentration

Vote: Everyone voted Yes

Julia: Certificate

Calvin: Do we have an official policy on certs?

Brian: We have been doing grad certs for years, we will have to satisfy CHE, SACSCOC and create a policy that will be brought to Senate

Calvin: Why this before the policy and process?

Brian: chicken and egg problem; Senate support for this would start this process

Conseula: Curriculum mgmt apparatus is considerable and it is not yet clear that the will of the faculty is to do this; this would not be online until fall of 17 due to CHE and SACSCOC

William: offering certificate and minor; more students in more classes are we going to have to be willing to allow another person to teach but they are only taking 18 hours ; could be a staffing budget problem

Brian: problem with predicting flows of people into these classes

Todd: undergrad certificate is called that bc they don't need undergrad degree?

Conseula: yes; and you don't have to be degree seeking
Tom: Godfrey said there was additional capacity in the sections

Calvin: does it demand a certain minimum GPA in all those classes?

Julia: looks and doesn’t see it

Calvin: So you just have to pass? I don't like the uncertainty of this. Heard nothing compelling to do this just thinking of more and more questions

Brian: Not my intent to have lower gpa requirements/lower standard; grad cert if you have not met minimum threshold of grad school

Calvin: are there policies for grad certs?

Brian: yes, we would have to do this for undergrad too

Julia: I will report Calvin’s concerns; Felt there are some policies that have not been fleshed out and some members of budget feel uncomfortable rendering a vote

Julia: We can go ahead and take a vote

Vote: 4 yes; 2 no Calvin and Doug; Courtney abstain

Discuss proposed new Major in Real Estate

Julia: quick overview of why this is coming as a major, already a minor; 2 new classes

Weishen Wang: he is chair answering for someone out of town; all about options for students; create option for students. Some want to be generalist, some specialist, this would be for specialist. This is natural progression from minor; cost would be small

Julia: This is not small from my reading; isn't this very expensive faculty member we are adding? Think 120 majors by 20-22; 2.5 million on salaries; 506,000 in faculty

Weishen: he does scheduling and has his own analysis; makes us more efficient. Higher level real estate, big classes not being filled: new major would make efficient.. bring in less students and they will be full, 100% capacity. We offer new classes once a year, when enrollment picks up we offer it twice a year. Business school enrollment is growing. They have a new line, he would take care of 2 new classes and help teach acct or finance classes that are very popular now. In my opinion we look at incremental cost and revenue. If we can attract 12 students it will take care of new salary.

Julia: 12 to add to undgrad?

Weishen: school of bussines is 50/50 for in and out of state; so 12 new student it would take care of their salary and fill the empty sets of classes

Julia: your department’s numbers would be better, but these students are already here

Weishen: too many majors in some disciplines; still trying to get out of state students; we position them for job market, it makes a difference
Julia: Why does this professor get paid like 3 times what I get paid?

Weishen: you have to compare with market; other schools are paying higher based on market so he has to do this to keep his faculty; supply and demand, this is why finance goes up each year

Julia: So people in this field don’t just want to teach, they’ll only do it for these high salaries?

Weishen: I understand but I have to retain these people; job market value

Doug: Need of program, you need a major because you are not filling up seats? They are not attracted to get business major with real estate concentration so you want to attract those students to take a major in real estate which will cost a faculty member?

Brian: let’s be clear, we will hire this faculty member if this is rejected; I have already committed to that

Doug: so it doesn’t matter whether classes are filled or not?

Brian: optimism with the major, resources will be there even if you vote no;

Julia: We are not controlling this expense then

Brian: One of the things I get to do is move the pieces on 17-18 the table; after reviewing the growth trend etc I made this commitment for

Weishen: Worst scenario we attract zero students, there is still teaching capacity

Todd: when you say attract new students you don’t mean add new students to the college of Charleston? I think this is why budget gets involved in these conversations, historically speaking there was often times people say there is no cost, so we are not talking about overall enrollment growth

Weishen: We cannot control where they would come from

William: So why have a major, why not have a certificate?

Weishen: excellent point, again we want to make option for the specialist with deep understanding of Real Estate; only take 12 to take care of this faculty line but already school is too big needs another faculty line

William: 50 licenses for arcus? What happens when those are used up?

Weishen: No, that is per computer. I believe it is a forever licence

Julia: Approved by FCC, financial impact is not small, why doesn’t it have a program fee? Especially for a cost that is so much higher?
Brian: I’m in year 5 trying to get BOT to approve a school based fee, real estate is not the only program expensive to the institution. It would be my preference to recognize that higher cost structure for the entire school (cofc). Committee could note that, I would invite it

Julia: For me, it is unforeseeable, from the point of view of budget that I could support this program. This program costs a lot of money, I would only be in favor if it had a fee associated with it.

Calvin: The budget question we are being asked to address is how do we deal with donors, what do we do when we make a promise to a donor, and what are the potential consequences of that. His coworker says it will cost $14 million, and we should give the money back. I find his math a little interesting and I won’t endorse that but this is a very difficult question. It’s a shame. This should be a simple academic exercise.

Doug: How many in concentration?

Weishen: about 79; in concentrations and the minor… 70 in concentration & we need only 12 new students to cover the costs.

Todd: What prevents this [keeping promise to donor when we promised far more than we had funds for] from showing people that they can buy a major

Brian—there is nothing wrong w the program academically

Calvin—I have questions about the projections. Widely varying enrollments in the past. Also the real estate program pays scholarships to students to take intro courses. Its cost was clearly underestimated.

Courtney: are there adjuncts in town? Yes Brian says.

SOBE is the school with highest enrollments in majors, real estate is the lowest among those.

Tom: why exactly will the major improve efficiency? Will there be more majors than minors? Brian—yes Calvin--yes

Brian--Also you can get a professor who will teach finance courses as well so we can maximize their teaching options

Courtney: can we say we have not voted?

Julia: why are we even being asked to vote, since you have already decided this is what the college needs.

Brian: I am not saying you have to approve it.

Todd: this committee was against an earlier proposal but it got put before the senate and voted on and their opposition was on the record

Calvin: lots of SOBE discussion has been about personalities. We used to have 3 real estate faculty in the dept and it could have passed then. Now I am torn about what the best thing is.
William—I see nothing wrong with the major or keeping a promise but I cringe over the money

Courtney—the dollar figure is the hard part

Martha—I too am conflicted. Promise is in writing so we should honor it.

Tom—Improving efficiency could be done more cheaply. Could the committee say we could not evaluate this proposal?

Brian: It’s possible to forward the proposal without recommendation.

Doug: we spend money in worse ways than this. It’s not like they don’t have any students. It’d be nice if we had a calculation as to how much it really costs (brian says it’s not as expensive as it looks). It would help if we could minimize the costs in an honest way.

Calvin—in the hire letter is it a promise forever? Brian: it’s not a promise that there will be 3 forever.
Calvin—It should be understood that if this program is not successful it will be revisited just as any other program will be. Could brian say that it will be revisited?

Brian—yes.

Calvin—if the major gets down to 2 students will we have to keep it? Brian: we will be able to revisit it just like any other.

The committee voted to forward the proposal to the senate with no recommendation.

Text of what was stated at the April 12 Senate meeting:
We are forwarding the Real Estate proposal to the Senate with no recommendation.

We had concerns about the high cost of a new hire needed to support this program, because much less expensive positions are now being cut from other programs. The hire represents a very significant commitment of resources over potentially 30+ years, a commitment that the College is making in a very difficult financial climate. The high cost makes this seem an imprudent hire. On the other hand, we recognize that there are a large number of students taking Real Estate courses now, that additional students may pursue a major which is likely to be more appealing than a minor or concentration, and that a new hire will be able to teach in other areas besides Real Estate, helping relieve some of the demand within your School.

Some members of the committee felt that a program with such a high per-credit-
hour cost should have program fees. This seems like a more prudent and fair way of paying for this hire—program fees would ask the students who receive this very expensive instruction to bear more of that higher cost, rather than requiring all C of C students in every major to absorb that cost. On the other hand, we recognize that this program's per-credit-hour cost is not so far from the per-credit-hour cost of other SOBE instruction, all of which, one could argue, should have program fees added to them.

Given these factors and the unusual circumstances that prompted the Provost to decide to approve a new line in Real Estate, we were unable to make any recommendation on this motion. This was our committee’s unanimous decision.

The remainder of the agenda had to be deferred due to the lateness of the hour.

2. Update from Provost on Academic Affairs 16-17 Budget
   Possible cost savings: telephone lines, differential teaching loads
   Other plans for cuts to operating budgets and cutting vacant positions
   Timeline for finalizing budget and how our committee may participate (incl. meeting times)

3. Begin discussion of how to organize information for future committees
   Reports from Sam Jones, past College budgets, CAFR reports, and data we have compiled all have useful info. What should committees receive automatically in future years? How should we organize past Budget committee materials?
   Additionally, discuss memo from Associate Provost re curricular review and proposed new workflow
   [link](https://drive.google.com/open?id=0B2KSoUKZJjN-Tm5teFpNT1ZFT1E)