The Faculty Advisory Committee to the President met 5 times this past year: two times as planning meetings to set the agendas for our two meetings with Interim President Osborne and one meeting with President Elect Hsu. Chairing the committee was Laura Turner, who took over for Dennis Keyes after the first meeting in the fall. The committee continues to act as a sounding board for the Office of the President as well as a liaison between various faculty committee chairs who bring to the table a wide spectrum of issues and ideas.

Because we were in a transition year with an interim president and an incoming president and most issues are long-term in their understanding and possible solutions it is difficult to bring any issue to any kind of resolution. This committee enjoyed meeting our new president in April and hearing about his priorities which are briefly outlined at the last section of the minutes.

Minutes:

Faculty Advisory Committee to the President
Minutes

October 5, 2018, 10:30 AM
Present: Colleen Glenn, Susan Kattwinkel, Denis Keyes, Deb McGee, Antonio Perez-Nunez, Bob Pitts, Gorka Sancho, Laura Turner, William Veal & President Steve Osborne
Absent: Louise Doire, Katie Greenburg, Phyllis Jestice

1. Compensation continues to be an issue, even after adjusts made under President Higdon. President Osborne notes that this is a statewide problem because of a fixed compensation system, even though faculty salaries are a bit more flexible. Still, the market is outpacing salary increases. Salary increases are driven by the budget, which is driven by enrollment. This year they have allocated $700,000 for performance-based increases, which is about .75% of payroll. Gender equity also will be addressed based on discipline, years of experience, and rank. Enrollment this year saw an increase of about 300 freshmen, but a loss of about 150 transfer students.

The administration is hoping to do a small bonus with some of the money. Dr. Keyes suggested that ending the continued salaries of former presidents would save several hundreds of thousands per annum. President Osborne said he will not be drawing a salary when he leaves the interim position. President Osborne also noted that he is trying to move issues forward for the next president. Bob Pitts notes that he’d mostly be pushing issues forward and letting the next President know about faculty priorities. Dr. Sancho noted that all the issues are intertwined—salary, cost of living, tuition, faculty morale. President Osborne says that about 25% of the workforce has been addressed in terms of compression on an individual basis. Dr. Keyes noted that the Citadel and Coastal Carolina have been working on this issue with some success.
Scholarship aid increased by 4 million this year for the incoming class, making a difference in the number of incoming students. Attracting out of state students—up to 45% this year. Dr. Veal noted the necessity of continuing that funding to keep students here.

Adjuncts pay went up about 3% (Did anyone note the timeframe for this?). This topic centered on discussion of parking costs. Is it possible to make parking free for adjunct faculty? Adjuncts can now spread out payments over 12 paychecks. The College heavily subsidizes parking, renting spaces at the Aquarium Garage for $1900 per space, but charging only $650 per space. The daily rate in campus garages is $10, while the city rate is $18. We pay $80,000 to Carta for the Express busses and $148K for the shuttle service. There was an attempt to build a parking deck at Warren Place, but it was denied by the Board of Architectural Review (BAR). Other nearby property options have proven far too expensive. Currently, freshmen and sophomores do not qualify for CofC parking permits.

2. President Osborne’s Foci:
A. The Campus Experience: personalized experiences for students (study abroad, undergrad research, internships, etc.). He wants to highlight the faculty research that’s going on. About 40% of CofC students study abroad, but only 1% of Pell Grant recipients study abroad. A program is being announced that will allow Pell Grant recipients who are in the top 10% of their class, and in a designated 15-county region (expanded up from 8 counties), to come to College. The College will pay the remainder of their tuition, after grants and scholarships, and, if they stay for 60 hours, will pay up to $2000 for a study-abroad experience.

B. Academic Experience: Appointed Godfrey Gibson Dean of Graduate Studies to help raise the number of graduate students, which has been dropping, which has seriously hurt the budget. Not all programs make money, some are reputational and should be maintained (like Marine biology). Degrees in Systems Analysis (advanced Computer Sciences?) and Electrical Engineering are in the pipeline which would be added to the school of science and math. Surveys of local employers say that these are needed, even though the Citadel has one. Dr. Sancho noted that the School of Science and Math has seen the proposal. He and Dr. Pitts noted that the proposal, as it stands, isn’t innovative and maybe isn’t unique enough to the College.

C. Philanthropy: We raised $15 million last year. We now have over 90,000 alumni and are looking into ways of increasing alumni giving in the future.

D. 250th Anniversary: Organizational structure is in place. The College is looking to create a strategic vision for going forward, not just a big party. This is being projected as a year-long celebration, and a project director has been hired.
3. Board of Trustees: 6 BoT members are on presidential search committee, and they were given faculty and staff perspectives at last spring’s listening sessions; these were taken very seriously. The BOT hears from the Speaker of the Faculty Senate and the Provost, but there is no faculty member access to BoT meetings. The meetings are open until the board goes into executive session.

4. Vacant lines revert back to the Provost's office; they do not stay with the Deans. Money is used to support adjuncts, which rarely breaks even. There is apparently no assumption that departments may hold lines that are open due to retirement or departing faculty members.

5. Assessment for accreditation: Accreditation added to the amount of work because there was catching up to do. We were very behind when Divya got here. The concentrated efforts shouldn’t be necessary now. Look to deans for relief. Going forward there is supposedly less, but on a departmental level the workload remains the same because of the yearly turnaround. It all goes back to faculty morale.

6. Physical Plant: The College has brought in John Morris as another, new VP, who has a strong maintenance background. Have a new automated system (AIM). Facilities is one of the most challenging things we have to deal with as a college. We have 70 buildings over 100 years old. Needs greater professionalization. Better Communication.

7. Day Care: Faculty believe that more options are needed here. President Osborne said this is the first he’s heard of a suggestion for daycare for faculty members’ kids. He said he will look into options, and the situation at ECDC.

8. Dr. Keyes asked if faculty and staff could be notified when George, Glebe or St. Phillip streets are going to be closed. Street closures can wreak havoc for those faculty and staff who park on Glebe.

9. Susan Kattwinkel jumped in to ask about Banner issue on campus (poor functionality). President Osborne said he’d look into it. Dr. Keyes said that, as an adviser, he would like access to enroll his students in courses, but other faculty members did not support it.

Faculty Advisory Committee to the President
Minutes, November 9th, 2018

Present: Louise Doire, Colleen Glenn, Katherine Greenberg, Susan Kattwinkel, Denis Keyes, Deborah McGee, President Steve Osborne, Antonio Perez, Robert Pitts, Gorka Sancho, William Veal.

The meeting was called to order at 3:30 PM.
The Committee brought one item that was not on the original agenda: the recent inappropriate events at the Halloween celebration by the CofC Softball team. President Osborne commented that it had been an unfortunate event, and noted that it was the second year in a row that a racially insensitive event involving students has occurred. He stated that, in addition to the team’s apology, he was organizing more events in spring semester that will address racial and cultural insensitivity at a more systemic level. A Restorative Justice Committee has been formed, and along with the administration, is with working closely with the Diversity Office, including the development of a mandatory training module for incoming freshmen.

President Osborne then addressed the items on the agenda:

1. President Osborne listed several activities he has participated in trying to improve faculty & staff morale (meetings, galas, preparation of holiday party).

2. The president mentioned that in the upcoming year, the State of South Carolina may provide a cost of living increase to state employees, but it would have to be approved by the legislature. Salary raises built into the College budget will be completely dependent and tied to recruitment numbers in 2019. Costs of living greatly affects recruitment, and they are being addresses. Unfortunately, salary compression a problem presently not being addressed that needs of a solution in the future.

3. The administration is presently performing a gender salary equity study, and President Osborne was hoping to have it completed and implemented before he stepped down from the presidency.

4. Regarding the maternity/Paternity leave differences between roster faculty/employees and adjuncts, President Osborne explained how the State considers maternity as a medical disability, with a duration determined by medical doctors.

5. President Osborne thought that expanding free or discounted tickets to cultural events for faculty and employees would be a great idea and committed to look into it.

6. The budget for the 250th anniversary of the college has not been finalized, but the administration is trying to save money while insuring the success of the celebrations. Seven different teams of employees, administrators, alumni, faculty and students will be assembled to organize the different anniversary events.

7. The president agreed that the College website should clearly highlight the liberal arts and sciences education focus of the College. The marketing department is in charge of website content

Meeting adjourned at 4:45 PM.
Faculty Advisory Committee to the President
Minutes
Feb. 1, 2019

Present: Colleen Glenn, Susan Kattwinkel, Deb McGee, Antonio Perez-Nunez, Bob Pitts, Gorka Sancho, Laura Turner, William Veal & President Steve Osborne
Absent: Bob Pitts, Phyllis Jestice

● Compensation Issues:
  ○ Can the College publish some of the merit data for improved transparency? (Was this percentage-based or lump sums?)

President Osborne stated that departments and schools were given maximum flexibility with a limit of up to 5% increase. Funds were allocated in terms of payroll. For example, if one department is 10% then they got 10% for performance.

Follow-up: President said he would ask HR to create a summary regarding merit data (e.g., % of faculty who received it, etc.)

  ○ Salary inversion, where colleagues, who are at a higher rank and/or have significantly more experience, make less than newly hired assistant professors in the same department and discipline. How is this ethical problem being identified and rectified?

President acknowledged that overall salaries are in line within discipline, rank and year of experience, which is not desirable. The College is not currently working on identifying and/or rectifying this problem.

  ○ What are other ways to compensate faculty members besides merit increases or even dollars?

President mentioned opportunities to teach summer school, research stipends, grant opportunities. However committee members mentioned that there are other tasks for which faculty are not currently being compensated and involved a significant increased workload, such as advising independent studies, capstone, bachelor’s essays, mentoring junior faculty, assessment. It was mentioned that due to the lack of compensation some faculty decide not to be involved in some of these tasks. This is an important issue considering the increasing number of students in the honor’s colleague whose bachelor’s essays, independent studies, etc. need to be directed by faculty. Some committee members mentioned the existence of past programs and funding that supported some of these tasks but are no longer available.

Follow-up: President Osborne suggested the Faculty Compensation Committee to create a list of examples and description of additional work that some faculty members are currently doing and not being compensated for.

**Action: Faculty Compensation Committee will identify and create a list of tasks that faculty are currently doing and for which they are not being compensated for."
Should faculty members be encouraged to seek partners/spouses who can support them financially in order to teach at the CofC in the future? The underlying idea behind this question was that, due to the high cost of living in Charleston, many faculty members rely on support from partners/spouses and those who are single parents, by themselves, etc. are struggling since salaries haven’t kept up with costs of living in Charleston.

How many full-time adjunct faculty members are currently eligible for receiving food stamps and Section 8 housing assistance at current full-time rate of pay? President Osborne mentioned that it is not possible to know this since it depends on various factors (household, number of dependents, etc.).

**Action:** Faculty Compensation Committee will create a grid that can Adjunct Faculty can use to assess whether they are eligible or not for receiving food stamps and Section 8 housing assistance at current full-time rate of pay.

Should the College institute a policy for those who are termed "temporary" [that is, adjuncts], but have worked at CofC for many years (some have been adjuncts for almost 20 years) that allow them to receive further compensation and/or raises beyond $3,300 per course? President acknowledged that the salary scale is low and that the payscale grid needs to be improved.

When is the next raise anticipated? President mentioned that the State is considering a mandatory raise around 3% beginning next fiscal year. It was mentioned that a percentage-based mandatory raise would increase the salary compression issue at the College and would also have an impact on the internal budget of around 2 million dollars. President Osborne mentioned that, if there is no mandated increase, the College will consider allocate some funds to address the issue of salary compression.

**Follow-up:** Contact President as to when the State will decide this question.

Faculty are being told to get job offers in order to bargain for raises President expressed his surprise that faculty would have to receive external job offers in order to access retention funds, since that has been shown to not be a good personnel management tactic.

Health insurance Issues that affect Women

Reproductive care for women under 26 who are on their parents' insurance. The state health plan, our only option, does not cover any reproductive care for dependent minors. That means no birth control coverage, no pregnancy care, for young women up to 26 years old. A small group was working on this issue a couple of years ago, but that sort of fell by the wayside. We know this is a state decision, but perhaps CoFC could apply pressure? It’s really shameful that young women on their parents’ plan receive no reproductive care at all. And with the recent graduates being underemployed and needing to be carried on their parents insurance this is increasingly an issue. This is true
of all state workers, including public school teachers, so it affects a huge chunk of young women.

- Gynecological well visits were not covered for several years but now they are allowing for different age groups to be covered every 3 to 5 years. This still does not allow woman to go to the doctor annually to renew prescriptions for example without paying the whole bill which runs around $300 per visit.

President Osborne mentioned that the College cannot make changes, but can make to PEBA. President said that he will check whether the college can improve the state insurance.

**Follow-up:** Contact President Osborne regarding this question.

**Enrollment Issues**

- The enforcement of 70/30 policy of when courses are offered is affecting enrollment negatively.
- Some departments such as Italian were told to decrease their 100 level coursework that has also negatively impacted enrollment

President Osborne said that this issue is being discussed in Academic Council this semester to determine how well it is working and what difficulties it may be causing.

**Assessment Budget**

- Assessment by external auditors used to be funded by the State but is not anymore. Is there a budget for external assessment allocated in current plans?

President said that he would do research on funding allocated for assessment. It was mentioned that funding for assessment stopped in 2001. This money was used to pay experts to do this job. It was mentioned that this job is now being done by faculty, who are not trained to do (nor compensated) for doing this high-stake tasks.

**Follow up:** Contact President Osborne regarding this question.

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**Faculty Advisory Committee to the President**

**Minutes**

April 24, 2019

3-4 pm

***This Meeting was with President Elect Hsu***

Present: Colleen Glenn, Susan Kattwinkel, Deb McGee, Antonio Perez-Nunez, Bob Pitts, Gorka Sancho, Laura Turner, William Veal & President Hsu

Absent: Louise Doire, Katie Greenburg,

1. President Hsu will be creating an Ad hoc committee to create new strategic plan within first semester and a half
2. Priorities
   - Student recruitment
   - Student Retention
   - Faculty and Staff Success
   - New faculty and existing successfully tenured and promoted
   - Career advancement
   - R and D
   - Physical issues

3. New CFO search

4. Faculty shared these concerns:
   - Web presence and recruitment strategies
   - Shared governance issues

5. Identity Crisis
   The President was given a white paper written by ad hoc vision committee that said we are a “national liberal arts college” but terms weren’t universally defined

   Two good aspirational colleges are Ohio at Miami and William and Mary

6. Need to close loop with new strategic plan

7. National search for Provost appointment