Faculty Compensation Committee (FCC) Meeting

April 25, 2016

11:00 a.m.

Attendance: Abuhakema, Ghazi; Bjerken, Zeff; Booker, Keonya; Guiliano, Michael; Janech, Kathleen; May, Cindi; Milner, Ryan; Oprisan, Sorinel

Call to Order

The meeting was called to order by Chair Cindi May at 11:07 a.m.

Old Business

Chair May presented an overview of the work of the Faculty Compensation Committee for the 2015-16 academic year. She reviewed common terms such as CUPA-HR and how the peer group was established. The CUPA-HR peer group was last updated in 2008, so she suggested the committee might discuss asking for an updated version of the list moving forward. She cautioned that median analyses are no longer used since Associate Vice President of Institutional Research, Planning, and Information Management Jim Posey noted that there were errors in calculation, so now mean-to-mean analyses are provided annually.

In 2015-16, the FCC discussed and analyzed data pertinent to the following items:

- Chair compensation (Provost McGee took this over through the Council of Chairs)
- Summer teaching (Currently faculty are paid 7.5%; the FCC discussed raising the rate but tabled the conversation to select a charge that would affect a larger number of faculty)
- Compression/PTR (Conversation is still ongoing, with little action from the administration)
- Adjunct pay (Data were collected to compare the College of Charleston to other South Carolina institutions; the findings were presented to the Faculty Senate in April; it was recommended to raise all adjunct pay to $3,425 per course regardless of teaching load)
- Gender inequities (Data were collected to compare gender differences in pay by ranks at the College of Charleston; the findings were presented to the Faculty Senate in April; additional data are needed)
- Ongoing 2013 salary resolution (Progress previously made seems to be regressing; it was recommended to target issues of market and merit-based increases for Associate and Full Professors)

New Business

In light of the presentation made to the Faculty Senate, Chair May provided suggestions for future directions of the FCC. Continued progression toward the 2013 resolution is necessary.
The Committee also needs to make traction with adjunct compensation and gender inequities. Another area for data collection and analysis is with respect to librarian pay. Finally, the Committee should compare our salary bump to those of our peers. Committee Member Ryan Milner, also a Senator, suggested that the Committee make a motion before the Senate on some of the aforementioned issues in order to get the items on a path of action.

The members from the 2015-16 Committee exited while the 2016-17 Committee convened. After a brief discussion, the group appointed Committee Member Keonya Booker as Chair for the 2016-17 academic year. Committee Members also expressed an interest in prioritizing two or three major issues in order to gain forward movement in a significant way. Committee Member Bjerken suggested exploring how becoming a member of the CAA changes our peer group affiliation via pay and compensation issues. Committee Member Janech suggested contacting Jim Posey and Associate Provost Deanna Caveny-Noecker early in the semester to request the appropriate data reporting needs. Committee Member Booker said she would contact outgoing Chair May to ensure a smooth transfer of information and protocols.

Adjourn

With all of the agenda items being discussed, the meeting was adjourned at 11:55 a.m.

Respectfully submitted,

Keonya Booker

Keonya Booker
Committee Member and Recorder
Faculty Compensation Committee (FCC) Meeting

February 3, 2016

2:00 p.m.

Attendance: Abuhakema, Ghazi; Booker, Keonya; Caveny-Noecker, Deanna; Janech, Kathleen; May, Cindi; Milner, Ryan; Oprisan, Ana

Call to Order

The meeting was called to order by Chair Cindi May at 2:07 p.m.

Old Business

Meeting with the Provost and Associate Vice President of Institutional Research, Planning, and Information Management

Chair May met with Associate Provost Caveny-Noecker and Provost McGee regarding matters of the Faculty Compensation Committee. She said the administration seems interested and is taking the matter seriously. Currently, the state pension is underfunded, which means a greater contribution from employees and employers. There is near certainty that faculty will receive a raise of some description. It could be an across the board raise, a merit raise or both. The raise is mandated by the state, but the state only pays 18% so the College of Charleston has to make up the remaining 82%. The higher the state mandates the raise, the less likely the College will go above or beyond the required amount. Chair May said the Committee should know the outcome by June 30th.

Chair May also met with Associate Vice President of Institutional Research, Planning, and Information Management Jim Posey. Issues still remain with the state of the data and the method of analysis (e.g., no weighting of data, differences in years at rank, the pay of the Department Chair skewing the measures of central tendency). The preliminary data show, at the Assistant Professor level, in departments that have only male junior faculty at that rank, those faculty make considerably more than in departments where there are only female junior faculty in the same rank. The data are suggestive of the same trend at the Associate and Full Professor levels. Jim Posey will have additional data to share with the group in approximately one week.

Adjunct Compensation

Committee Member Kathleen Janech discussed her efforts to contact local institutions to gather data on adjunct pay. So far, none have responded. Chair May was able to confirm a bit of information from South Carolina State University. She requested that the list of institutions
be sent to the Committee and each person take responsibility for contacting one school. Associate Provost Caveny-Noecker distributed a former survey that was sent to area institutions. She also provided the Committee with CUPA-HR data on adjuncts, by discipline and comparison group. There were some outliers; specifically, in Computer Science, Business, and Chemistry, the trend is a higher adjunct pay rate. Associate Provost Caveny-Noecker explained that the retiree pay scale may be increasing the overall rate in some areas. Adjunct faculty are not considered in state pay increases. Her suggestion was to compile data on pay for roster and contingent faculty in specific categories (e.g., across the board, merit, COLA) and calculate how much it would cost to increase pay in each category for each group. The Board could review the data and then parse out raises based on whatever approach they wish.

**New Business**

Chair May asked each Committee Member to state their preference for how they want the Committee to move forward:

- Committee Member Kathleen Janech: bring all one and two course adjunct faculty to parity with those teaching more courses; advocate for raises for roster faculty
- Committee Member Ryan Milner: focus on adjunct pay, compression and gender pay inequality
- Committee Member Keonya Booker asked whether SACSCOC would consider an overreliance on adjuncts to be an issue with accreditation. Associate Provost Caveny-Noecker replied that there are no departments or schools where this would be a concern.
- Committee Member Ana Oprisan: focus on adjunct pay, compression; advocate for raises for roster faculty
- Committee Member Ghazi Abuhakema: increase pay for adjuncts, increase the pay of roster faculty (if merit is a consideration, make it truly count)
- Committee Member Keonya Booker: focus on obtaining solid institutional data regarding the state of gender pay inequity and move forward with a plan to address it
- Chair May: undertake PTR, compression at the Associate and Full levels, and adjunct pay equity

**Good of the Order**

Associate Provost Caveny-Noecker requested those Committee members who are interested in joining a working group about faculty recruitment efforts should contact her.

Chair May told the group about Devon Hanahan’s plan to explore providing tuition remission for children of state employees. Since this initiative would not affect all faculty, it may not be useful to consider as an official charge of the group, but is informative nonetheless.

The next meeting will be on March 2, 2016.
Adjourn

With all of the agenda items being discussed, the meeting was adjourned at 3:16 p.m.

Respectfully submitted,

Keonya Booker

Keonya Booker
Committee Member and Recorder
Faculty Compensation Committee (FCC) Meeting

January 20, 2016

2:00 p.m.

Attendance: Abuhakema, Ghazi; Booker, Keonya; Caveny-Noecker, Deanna; Ivey, Thomas; Janech, Kathleen; May, Cindi; Milner, Ryan; Oprisan, Ana

Call to Order

The meeting was called to order by Chair Cindi May at 2:02 p.m.

Old Business

Chair May moved that the minutes from the October 2015 meeting be accepted with revisions. The motion was seconded and unanimously approved.

Summer Teaching

Chair May moved to table summer teaching pay to a later date. The motion was seconded and unanimously approved.

Chair Compensation

Chair May will ask about the progress of the chair compensation working group through the Council of Chairs. If the Faculty Compensation Committee needs to act, she will let the group know at a later date.

Post-Tenure Review (PTR) Compensation

Chair May raised the issue of PTR raises and highlighted the letter from Meg Cormack as a compelling argument for equal pay for equal work. In response to Dr. Cormack's letter, the Provost and President said they would seriously consider the issue. Points of discussion included: (1) PTR is merit-based and, thus, not as expensive across the board, and (2) giving a bump to all disciplines, not just the ones that need it the most, may not be equitable.

Discussion from the group highlighted that focusing on the PTR issue will not affect those at the Associate level at all, only those at the Professor rank.

Chair May asked the group if requesting a pot of money and then developing a system that would speak to both merit and market allocation could be a viable solution. Associate Provost Caveny-Noecker said the Provost and President are prioritizing promotion pay increments over
PTR increments. As a former department chair she feels there is a benefit in implementing both market and merit allocations. Due to data constraints, it is hard to conduct a strong market analysis, so it was suggested to project a model of yearly raises over time for those immediately affected during every interval.

To re-focus the committee’s charge moving forward, Chair May asked the group if they wanted to focus primarily on: (1) the 2013 Faculty Senate resolution, (2) smaller projects like salary compression and PTR, which are ongoing and pressing issues. There was a brief discussion but no final decision.

Adjunct Compensation

Committee Member Janech presented annual pay data for adjunct faculty. Associate Provost Caveny-Noecker explained that the pay rate is based on the number of courses taught, degree qualifications, specialized training considerations, and campus location (e.g., BPS courses pay higher). The trend in the data shows that there is not a multiplication effect of each course taught at a flat rate, but that those who teach three and four classes receive higher compensation per course than those teaching one or two classes. Associate Provost Caveny-Noecker explained this by relaying that adjuncts who taught higher loads were categorized with full-time temporary staff who were the focus of a pay increase.

The issue presented to the group was whether to focus on getting those teaching one or two courses better compensation, or raising the overall pay for adjuncts to be in line with peer institutions. Committee Member Ivey said that adjuncting tends to be a local issue with people who are already in the area seeking employment, so comparing pay here to another peer institution in a different locale may not be useful. Committee Member Abuhakema responded that we already use peer institution data for other comparisons, so adjunct pay should be no different.

Before proceeding with a plan, Chair May suggested requesting data on: (1) the distribution of adjuncts across the fall and spring semesters, (2) what it would cost to get a flat course rate across the board regardless of how many courses being taught, (3) adjunct turnover rates, and (4) course evaluations for adjuncts to see if an argument can be made for increasing pay to retain higher-quality contingent faculty. Associate Provost Caveny-Noecker agreed to compile the data on adjuncts available through the institution. She warned that the data are not robust, but they may give a bit of context for the issue. She also mentioned that the committee could argue the better the compensation for adjuncts, the less of a gap you have to fill when a full-time line becomes available.
Salary Resolution

The CUPA-HR data will be available in February. In years past there was an issue with index reports. After a discussion about the benefits of weighting the data, the group agreed that there needs to be a written agreement from IRP and Jim Posey as to the specific types of data needed moving forward. If necessary, the Provost could be asked to provide his support to this effort.

Gender Salary Gap

The committee briefly discussed the gender pay disparities at the College. Committee Member Milner asked if this was indicative of a larger societal and systemic problem. More data are needed to understand the source of the inequity (i.e., discipline-specific and self-selection issues).

New Business

Prioritizing the Agenda

Chair May said the group needs to focus its efforts moving forward and listed the current challenges facing the committee: (1) establishing progress toward the 2013 Faculty Senate resolution, (2) PTR raises, (3) adjunct pay, (4) the benefit of using market and/or merit-based allocations in compensation decisions, and (5) data requests from IRP that will provide clarity on particular pay issues. Associate Provost Caveny-Noecker will provide her method for analyzing CUPA-HR data in years past.

Call for Additional Data

The next meeting will be on February 3, 2016. Those who agreed to collect additional data will need to have that information ready by that time.

Adjourn

With all of the agenda items being discussed, the meeting was adjourned at 3:30 p.m.

Respectfully Submitted,

Keonya Booker

Committee Member and Recorder
Faculty Compensation Committee (FCC) Meeting

October 15, 2015

12:15 p.m.

Attendance: Abuhakema, Ghazi; Booker, Keonya; Caveny-Noecker, Deanna; Delay, Cara; Ivey, Thomas; Janech, Kathleen; May, Cindi; Milner, Ryan; Oprisan, Ana; Posey, Jim

Call to Order

The meeting was called to order by Chair Cindi May at 12:17 p.m.

Old Business

Chair May asked for agreement on a meeting time for the one remaining fall semester meeting. There was a motion to keep the meeting time at 12:15 p.m. on Thursday until the spring semester. The motion was seconded and unanimously approved.

Salary Resolution

Associate Vice President of Institutional Research, Planning, and Information Management Jim Posey presented data to the committee regarding peer group comparisons by salary, rank, and discipline. There was discussion amongst the group about the benefits of median-to-median rankings vs. mean-to-mean rankings. While median rankings are the most robust statistically, the data are still primarily reported via means.

Jim Posey discussed the differences between the IPEDS and CUPA-HR datasets. IPEDS is a national reporting system that is mandatory. CUPA-HR is voluntary, so the dataset is not as “full” as the IPEDS. Based on 2014-15 IPEDS data, the College of Charleston has made progress in our standing among peer institutions across all ranks (ranked #10 out of 20; salaries are based on a 9-month salary). The 2015-16 data will not be available until the spring.

Associate Provost Deanna Caveny-Noecker suggested that the FCC record the raises (Merit and COL) over the past few years for data-tracking purposes. It is important to consider raises and when they go into effect. For example, if a raise is recorded in the fall that “bump” might not be reflected in the next crop of datasets; also, increments for promotion could alter the data in a significant way. Jim Posey suggested Chair May contact Sam Jones in the Payroll department to assist in compiling information on year-to-year raises. Associate Provost Caveny-Noecker volunteered her office to provide data as well.
CUPA-HR data are disaggregated by discipline by peer group; whereas IPEDS is just by rank. The CUPA-HR data presented in the meeting was unweighted for comparison. Associate Provost Caveny-Noecker maintained it was more informative to calculate based on a combination of the discipline and rank, not just by the aggregated data. The committee was shown 2- and 4-digit index data that listed College of Charleston faculty by rank and discipline.

Chair May recognized that there was a great deal of data presented thus far and asked the committee how to proceed. Her suggestions: (1) a targeted approach would be to focus on one area of concern (e.g., PTR raises, adjunct pay) vs. (2) requesting a broader pay raise for all faculty. Associate Provost Caveny-Noecker noted that, historically, the FCC has made suggestions about certain initiatives but then the follow-through on either the committee or administration’s end had not materialized. In response, Chair May suggested merit pay may be a better option to consider. Jim Posey contended that, with a 1.5 million dollar budget shortfall, waning out-of-state enrollments, and frozen faculty lines, the committee needs to seriously contemplate what is realistic for the College at this time.

Associate Provost Caveny-Noecker reminded the group that the FCC’s charge is to track and report progress toward the 2013-2018 resolution. The FCC has a chance to be proactive as long as the group recognizes the financial state of the College and makes recommendations accordingly.

Committee Member Cara Delay asked about the circulating AAUP petition regarding cuts to academic programs. Associate Provost Caveny-Noecker relayed information about the cuts and how they are being proportioned. Overwhelmingly, the majority of the 1.5 million dollar reductions will be taken from Academic Affairs. Chair May suggested creating a chart to show the percentage of the overall operating budget that goes to faculty compensation so all constituent groups are aware of the impact of budget cuts to certain areas of the College.

Committee Member Ryan Milner asked for clarification on what constituted “Academic Affairs.” Associate Provost Caveny-Noecker responded that all schools, academic support units, and financial aid are under the purview of Academic Affairs. Provost McGee was able to get a two-year budget spread approved. However, only a small portion, approximately $250K, of what would have been this year’s cuts will be deferred into next year. Some faculty searches have been put on hold indefinitely while a few have moved forward.

Possibilities to Address Salary Compression

Chair May asked the committee to consider how recruitment and retention may impact faculty compensation. Jim Posey disclosed we lose more students between 30-60 credits than at any other time. Freshman-sophomore year retention is strong (especially as compared to other
masters institutions) at 79-80%. He suggested those interested in more information can go to irp.cofc.edu and use the comparative data box.

Considering faculty time demands, budget shortfalls, and diminishing returns, Committee Member Ryan Milner stated the committee’s time is better spent looking at other ways to deal with the problem of compression and lagging salaries.

New Business

Gender Salary Gap

Chair May presented the committee with data from the Chronicle of Higher Education which showed a severe gender gap in pay across all ranks at the College. She requested Jim Posey run additional data reports to help inform the committee’s decision moving forward as it relates to gender pay inequality. He agreed to do so with the caveat that there are many moving parts that have to be considered in the discussion.

Post-Tenure Review (PTR) Compensation

Chair May also shared with the committee an impassioned letter from Dr. Meg Cormack regarding PTR raises, salary compression, and the loss of marketable junior faculty who leave the College prior to tenure. A brief discussion ensued about the benefits of a one-time fix vs. a multi-year resolution for those in the PTR process. As the meeting was running long, Chair May asked the committee to think about all of the data presented and to come to the next meeting ready to act upon some of the ideas discussed. Associate Provost Caveny-Noecker urged the group that if they wanted to use a data-based argument for changing the PTR compensation process, they would need to obtain PTR-specific data from other peer institutions to strengthen the case.

Adjourn

With all of the agenda items being discussed, the meeting was adjourned at 1:30 p.m.

Respectfully submitted,

Keonya Booker

Keonya Booker
Committee Member and Recorder
Faculty Compensation Committee (FCC) Meeting
September 8, 2015
3:00 p.m.

Attendance: Abuhakema, Ghazi; Booker, Keonya; Caveny-Noecker, Deanna; Delay, Cara; Ivey, Thomas; Janech, Kathleen; May, Cindi, Milner, Ryan; Oprisan, Ana

Call to Order
The meeting was called to order by Dr. Cindi May at 3:10 p.m.

Old Business

Elections
Dr. May welcomed everyone to the committee, requested all present introduce themselves, and asked for a vote to elect a chair. She was elected unanimously by the committee. Chair May then asked for a nomination for secretary. Committee Member Keonya Booker agreed to serve as recording secretary.

Reading and Approving of Minutes
Chair May asked last year’s committee members as well as Associate Provost Caveny-Noecker to read over the minutes from the April 2015 meeting and approve them via e-mail.

Salary Resolution
Chair May relayed the previous committee’s resolution to bring College of Charleston faculty salaries to CUPA-HR salary peers—institutionally and at each rank and discipline--by September 2018. The resolution was passed by the Faculty Senate in March 2013. Handouts were provided that listed salary median by rank, five-year salary trends of peer institutions, and two-year institutional salary data.

There was a request for background regarding the CUPA-HR and IPEDS data. Associate Provost Caveny Noecker relayed the historical perspective of using these data points for comparison and agreed to bring a CUPA-HR peer group list to the committee for their review. IPEDS data are aggregated across rank and discipline, but disaggregated among institutions. CUPA-HR values can go up and down depending on which schools report within a given time period, whereas IPEDS data are required yearly. Chair May will get the 2014-15 IPEDS data to update the charts provided in the meeting.
Chair Compensation

The previous year’s FCC discussed the process for reviewing chair compensation. Associate Provost Caveny-Noecker said that Provost McGee will work with the Council of Chairs on that initiative. She will also give EAB data to the Council of Chairs to illuminate the discussion.

Summer Teaching

Summer teaching salary is 7.5% of base faculty salary. Associate Provost Caveny-Noecker discussed a study conducted on peer institutions’ summer pay rates. The College of Charleston is generally in line with other institutions (with about ½ paying slightly more). The Summer School Revenue Sharing Program gives general direction to the how funds are distributed to Dean and then chairs. Chair May told the committee that since the primary charge of the FCC is to get all faculty salaries to CUPA-HR peer levels, taking on the issue of increasing summer school pay would benefit a smaller number of faculty and is not considered a priority at this time.

Current Year Raises

Faculty did not receive a 1.5% raise this year due to overall budget cuts. In this political climate, it is difficult to raise tuition. The previous year’s committee entertained the possibility of tuition remission for children of College of Charleston faculty. Because the state would have to approve this initiative, the discussion was tabled by the FCC; however, the Faculty Welfare Committee may revisit this option at a later date.

New Business

Faculty Compression

In addition to continuing progress toward the 2018 salary resolution, faculty pay compression is another area of focus for the 2015-16 FCC. Prior to the meeting, Chair May distributed an online article about how Coastal Carolina University is addressing faculty compression. The faculty at CCU are connecting recruitment and retention efforts to faculty pay increases. If faculty actively support recruiting students and then retaining them at a higher rate, their effort will be reflected in higher salaries.

The question was raised if the reason we have not made substantive traction on the salary resolution is because of the lack of a strong case or there is simply no money available for COLA or Merit Pay raises. Chair May opened it up to the group for discussion.
Adjunct Pay

Committee member Janech inquired about adjunct pay. Associate Provost Caveny-Noecker relayed that the College’s pay rate for adjunct faculty is in line with other peer institutions. She will obtain CUPA-HR data on this, but warned that data are not always reliable due to the types of questions asked and the response rate.

Committee member Ivey asked if anecdotal evidence would support that faculty are leaving due to faculty compression. Associate Provost Caveny-Noecker said that it would not be prudent since there are not that many faculty members who leave per year and the Board would want to see empirical evidence of the need for increased pay. Dr. Ivey also expressed hesitation with assuming that the CUPA-HR data are accurate representations of peers in his discipline. Associate Provost Caveny-Noecker offered the benefits of keeping the peer list the same and strongly encouraged members of the FCC to read all the reports.

Future Data Reporting Needs

Associate Provost Caveny-Noecker also urged the committee to stay “always watching and reporting.” The FCC will need to continue to obtain the most reliable sources of data in order to make a strong case for the salary resolution to move forward. Chair May encouraged the committee to think of faculty compensation broadly and not just as pay. Related to this, variable insurance options, lack of affordable housing, and higher parking rates are three issues that were raised by Drs. Ivey, Janech, and Abuhakema. Chair May will invite Dr. Jim Posey to the next meeting to provide additional data and a more substantive context for our future discussions.

Meeting Times

The committee agreed that Tuesdays at 3:10 p.m. would be acceptable for a standing monthly meeting time.

Adjourn

With all of the agenda items being discussed, the meeting was adjourned at 4:20 p.m.

Respectfully submitted,

Keonya Booker

Keonya Booker

Committee Member and Recorder