Faculty Senate, Tuesday, September 6, 2022 5:00 PM  
Wells Fargo Ballroom (Beatty Center 115)

Agenda

1. Call to Order – 5:00 pm

2. Approval of the April 5, 2022 minutes – Approved by acclamation

3. Announcements and Information –
   - Senate gave unanimous approval to modify the order of the agenda and move to elect a Speaker Pro Tempore. Irina Gigova was nominated and elected by acclamation.
   - AAUP has a new website.
   - This academic year President Hsu and Provost Austin will again take turns presenting to Senate with President Hsu speaking during this meeting.
   - Reception following Senate meeting sponsored by Provost.
   - George Pothering will serve as Parliamentarian for 2022-23.
   - Any speaking at Senate meetings, please identify yourself and state your affiliation before speaking.
   - October’s Senate meeting will be postponed to October 11 to not conflict with Yom Kippur.
   - Clint Smith, author of How the Word Was Passed, will be on campus Oct 24-25. If you would like to lead a student discussion group contact Chris Korey.

4. Reports
   a. Speaker of the Faculty William Veal –
      - Wants to make Senate meetings available for viewing online. As the FAM does not allow hybrid meetings, senators must be present to vote, and no questions will be accepted from the online audience. This is an item under new business.
      - Congratulations to mutindi ndunda, Brian Bossak, and Narayanan Kuthirummal who received Fulbright awards.
      - Any faculty interested in Board of Trustee visit their class, please email William Veal.
      - Two ad hoc committees continuing Committee to Curb Gun Violence and the Committee on Teaching Effectiveness. Volunteers email William and/or Laura Penny.
      - Speaker Listen Sessions will be in Faculty Club on Friday morning. William invites you to come to his office or Speaker Listen Sessions and introduce yourself.

   b. President Andrew Hsu – President Hsu provided a report detailing current happenings at the College.
      - President Hsu is teaching a small number of sessions in Introductory to Engineering.
      - Nationally, total number of college students is expected to see a 11% decline in the next four years. All colleges are trying to prepare. Strategic plan has CofC doing the following to face these challenges: 1) continue to elevate our brand, 2) develop signature undergraduate programs, 3) grow and expand graduate programming, and 4) attain Doctorial/Professional Universities status.
      - Our graduate program should be 20%-30% our student body, but our body is around only 500 students. We have worked with SC Legislature to allow CofC to be authorized
as a D/P University, and Faculty Senate approved PhD in Mathematics several years ago. Because of change in status, we can now start the process of offering PhDs.

- When President Hsu arrived, spending was going up while enrollment was remaining the same. The College has decreased spending and it has increased our recruitment efforts, thus, increasing enrollment. Enrollment numbers this fall are lower than fall 2021 by 12%.

- He desires a more transparent budget plan. Responsibility-Centered Management (RCM) system has been and is still being considered, but now a modified RCM model is needed. The modified model has a plan for subvention that they hope will allow Schools to see an immediate improvement in their budget if they improve their enrollment/spending numbers.

- Many new undergraduate programs have been proposed or are being considered. In place are systems engineering, electrical engineering, environmental geosciences, software engineering, statistics. Those being considered are biomedical engineering, manufacturing engineering, health management, and health informatics. Three doctoral programs are possible: Doctor of Business Administration, PhD in Mathematics, and Doctor of Education.

- Race, Equity and Inclusion (REI) – Submitted to SC Commission on Higher Education in July 2022. No questions have been brought by CHE, but they have two more months for their response.

- Many building plans are in progress or being considered. Simons Center renovation should be complete by summer 2023 and will house the School of the Arts; Silcox Center renovation to be complete by summer 2023 and will be home of School of Health Sciences; Plans to renovate Stern Center; Planning a new academic building “Learning Technology Center” which will become home to engineering and computing programs; working with state legislature for a new building to replace Grice in the Fort Johnson complex which will allow for the expansion of the marine biology facilities; Put in proposal with North Charleston to renovate former Baker Hospital Site for recreation facilities.

- Since 2018, when President Hsu arrived, CofC has seen an 88% increase in enrollment applications. The College has seen a 48% increase in giving since FY18. The John Edwin Mroz Global Leadership Institute created through a large philanthropic gift, held its inaugural meeting in spring 2022. Created a new School of Health Sciences in partnership with MUSC; public health is one of the fastest growing majors on campus. Three Goldwater Scholars, designated as top producer of Fulbright Scholars, mentions in US News & World Report as 2nd most innovative school in the South.

Questions:
Q: Lisa Covert (Guest): Many staff have left, what is the plan to replace these staff?
A: 1) Only lost 50 employees out of 2000. In 2012, when our enrollment was above 11000, we had fewer employees than we have now. From 2012, the College grew our staff while our enrollment did not grow. Presently, we have approximately 200 budgeted positions that are getting no or limited applications. We are increasing the salary level to try to fill those. In terms of retention, trying to increase salaries by a budgeted 4% every year. 2) New academic programs are going to be expensive, but with RCM these programs should generate their own revenue.
Q: Susan Kattwinkel (Senator, SOA): Is student housing part of the plan?
A: Renovating McAllister, also considering 4 different sites within a couple of miles of campus for construction of new spaces.

Q: Ashley Pagnotta (Senator, Physics): What is the process for a new school?
A: (Provost Austin): Committees are talking about the process for creating new schools and departments. Will bring this before the Senate this year.

Q: Ashley Pagnotta (Senator, Physics): How is RCM model being modified?
A (CFO John Loonan): RCM model is being modified in house. The modified model is being tested.

Q: Ashley Pagnotta (Senator, Physics): How do we get more chilling capacity to HVAC new buildings, ensure that they are ADA compliant, and ensure no mold?
A: Investing in air handling equipment and roof top units. Established underground system for water to systems. Will take 4 years (with most work happening in summer) and $20-$21 million to complete. Siemens helps us save money on energy use. Will rely on engineers to ensure ADA compliance.

Q: Henry Xie (Management and Marketing, Senator): Buildings do not seem as clean or cared for as they have been in past. Can CofC allocate money to correct building cleanliness? What can be done to reward existing programs that are improving? Management & Marketing has grown, and we really need more faculty.
A: The new budget model should help as a growing program will provide money for new hires. College has hired a new custodial team whose performance has fallen short. We had to accept lowest bidder and we are getting lowest bid work. They are experiencing qualified staff loss. Working with the custodial team to improve their service. Worked hard to get residence halls in shape. Trying to get other buildings improved by end of calendar year. The folks currently working are working hard, so applaud them when you can.

Q: Steve Short (HSS, At-Large): Need new faculty in some programs, how does that happen?
A (Provost Austin): Provost office works with deans yearly to get information for proposed hires. Try to allocate resources based on a ranking of what positions are most needed.

c. Dean Sebastian van Delden (SSM): Systems Engineering launched in 2020, Electrical Engineering in 2021, and Software Engineering in 2022. Software Engineering resides in Computer Science Department. 70 new students in Systems/Electrical, 35% are women. These students would not be at CofC without these engineering programs. Software Engineering, just launched Fall 2022, and already has 8 students. Three new faculty hires with 100% women hires. Engineering making money for the College already. Bringing new industries to support scholarships and give to the university. The idea of renaming the School of Sciences and Mathematics is to rename the school to the School of Sciences, Mathematics, and Engineering to increase recruiting/visibility of these programs. This should improve their success. Considering a new Department of Engineering, proposal to Senate is forthcoming with hope of faculty feedback.

d. Budget Committee (Robert Pitts, Chair): Budget committee is much more connected with what is happening at the College, through the President, CFO, and Provost, then it was years ago. College is in good fiscal shape. Budget Committee trying to establish criteria for program reviews. Working with Provost to make recommendations to that office. Current financial position of the College is solid, budget control prevents spending of more than is in the budget. Positive net at end of 2020, 21 & expected in 22. Some expected future challenges in future: fixed cost structure, declining number of high school grads, infrastructure needs. The College is trying to build our reserve; it has increased to almost $50 million. Got additional $5 million from
State but must be spent on 3% raise and other benefits. For the past few years, adjunct salaries have been added to the budget as a line item. New “Carry Forward” meaning a school will get to carry forward unused funds to next year; there is a tax on the funds, but it encourages units not to spend all their funds at the end of each fiscal year. RCM has been renamed to Responsibility Center Management. Current proposals for budget review: Musical Theater Certificates, BA Biochemistry, Environmental & Sustainability Studies, MAT Multilingual Learners.

5. New Business
   a. Election of Speaker Pro Tempore – Irina Gigova elected by acclamation.


   c. Broadcast Zoom Link for Viewing Only of Senate meetings
      Speaker Veal suggests that Senate meetings should be available for synchronous viewing by faculty. He is working with IT to see how this can be handled.
      Q: Margaret Hagood (School of Education, At-Large): Would questions be allowed?
      A: William Veal: Would not allow questions, but they could text their senator.
      Q: Ashley Pagnotta: Would it be shared with public?
      A: William Veal: In talking with IT, the suggestion would be to just share with CofC. Several said they were in favor, but no vote took place

6. Constituents’ General Concerns
   Julia Eichelberger (HSS, At-Large): Wish new adjuncts could once again receive payment to attend orientation. Would like to see funding for adjunct professional development.

   Mark Del Mastro (Associate Provost): A new committee has been formed called Center for International Education (CIE) Advisory Committee. The committee will review policy and procedures for study abroad activities and will recommend updates for the financial handbook and legal policies. Mark del Mastro will chair the committee with members being: Nadia Avendano, Hispanic Studies; Chris Day, Political Science; Phillip Dustan, Biology; Patrick Fillippa, Controller; Hollis France, Chair of Political Science; Erica McDaniel, Assistant General Counsel; Rene Mueller, School of Business; Melissa Ochal, Director of CIE; Kate Pfile, Chair of Health and Human Performance; and Michael Ruscio, Psychology

7. Adjournment – Adjourned at 6:49
President’s Report

Faculty Senate
September 6, 2022
PRESIDENT’S PERSPECTIVE

The State of Higher Education

Next Steps for the College of Charleston

Recent Accolades
FEWER 18-YEAR-OLDS LEADS TO FEWER FRESHMEN

Nationally, College Demand Projected to Decline 11% From 2025 to 2030

Projected Decline in Total College Enrollments from 2025 to 2030

-11%
SOUTH CAROLINA HIGH SCHOOL GRADUATE CHANGE
Graduating Classes 2020 – 2030
Next Steps

Strategic Plan

• Continue to elevate our **brand**

• Develop signature undergraduate programs (both **new** and existing)

• Grow and expand **graduate programming**

• Attain Doctoral/Professional Universities Status
  • Worked with S.C. Legislature to have CHE create a **D/PU category** for state universities and colleges
Takeaways:

- Correcting the trend of enrollment decline; controlling expenditures and increasing revenue.
- Building a healthy institutional reserve
- Strategic plan is focused on student success, specifically in the area of retention, which greatly impacts our bottom line
• **RCM without modification**
  - Academic units either generate *excess revenues* or *excess costs* and receive their budgets accordingly
  - **Subvention** provides direct payments from schools that cover their costs to those that do not
  - Does not account for *variable cost structure* of schools, even if they are operating as efficiently as possible, and it does not allow some schools to benefit from improvement.

• **Modified RCM – current consideration**
  - **Subvention**: Starts all academic units from the *same baseline of equivalent revenues and costs* via an Internal Credit Hour Rate
  - Allows for enrollment growth and cost savings to benefit the academic units in future years
  - Provides *incentives* for better retention and recruitment
NEXT STEPS
Diversifying the Academic Portfolio
New Academic Majors (undergraduate)

- Fall 2020: systems engineering
- Fall 2021: electrical engineering
- Fall 2021: environmental geosciences
- Fall 2022: software engineering
- Fall 2022: statistics

- Fall 202X: biomedical engineering
- Fall 202X: manufacturing engineering
- Fall 202X: health management
- Fall 202X: health informatics
Possible Degree Programs

• Online graduate programs
• Doctor of Business Administration (D.B.A.), School of Business
• Ph.D. in Mathematics in Computing, School of Sciences and Mathematics
• Doctor of Education (Ed.D.), School of Education
Race, Equity and Inclusion

- Faculty Senate–approved curricular change
- 6-credit-hour degree requirement
- Implementation for fall 2023
- Submitted to S.C. Commission on Higher Education in July 2022
Strategic Investment in Facilities

Simon’s Center for the Arts renovation and reconstruction

- Home of the School of the Arts
- New structure includes classrooms, offices, studio spaces and performance areas
- To be completed by summer 2023
Strategic Investment in Facilities

Silcox Center renovation and modernization

- Home of the new, stand-alone School of Health Sciences
- Envelope and first-floor renovation
- Roof repair
- To be completed by summer 2023
Strategic Investment in Facilities

Stern Student Center renovation and modernization

- Repurposing of former swim pool into student space
- Tentative construction to begin in summer 2024
New Academic Building

- Planned **Learning Technology Center** from 2015 becomes home for new engineering and computing programs.
Strategic Investment in Facilities

Fort Johnson and May Forest redevelopment and expansion

- Currently working through master planning with partner institutions at the Fort Johnson complex
- Looking to greatly improve and expand the College's marine biology facilities on James Island
Strategic Investment in Facilities

Baker Hospital Site proposal (Charleston County Parks & Recreation Commission bid)

- Partnership with City of North Charleston
  - Recreational fields
  - Beach volleyball facility
  - Walking/biking trails
  - CofC warehouse space
  - Track and field
• In 2022, we achieved the largest freshman applicant pool.

• Since 2018, the College has increased first-year applications by 88%.
Accolades
Record Community and Alumni Support

- Philanthropy records three years in a row!
- Alumni giving has increased from 3.9% to 8.2%
- 48% increase in giving since FY18
New Academic Programs

JOHN EDWIN MROZ GLOBAL LEADERSHIP INSTITUTE

• Created through multi-million-dollar philanthropic partnership with the EastWest Institute

• Held its inaugural convening on campus in spring 2022
SCHOOL OF HEALTH SCIENCES

• Created a new School of Health Sciences, in partnership with MUSC

• Public health is one of the most popular and fastest-growing majors on campus – 438 majors in fall 2021
• Three **Goldwater Scholars**

• Designation as a top producer of **Fulbright Scholars**

• Special Recognition in *U.S. News & World Report*
  • Undergraduate Teaching
  • Service to Veterans
  • Most Innovative School

  — *NOTE*: new rankings come out **Sept. 12, 2022**
Questions
Engineering Update

SEBASTIAN VAN DELDEN, DEAN OF SCIENCES AND MATHEMATICS

STEM at the College of Charleston
Engineering Progress So Far...

- 70 new students (35% women) declared Systems/Electrical majors.
- 3 (amazing) faculty members hired.
- Scholarships secured from: Google, BMW, Cummins, Nucor, Boomtown, Bosch, REI, private donors. More in pipeline.
- In order to increase visibility, we are planning to rename the School of Sciences and Mathematics to:
  - The School of Sciences, Mathematics, and Engineering
  - Name change presented to SSM Chairs over the summer, to SSM at large on August 17, to Deans on August 23.
- Also exploring the creation of a new Department of Engineering.
  - Proposal to Senate forthcoming
Budget Committee Report
to the
CofC Senate
September 6, 2022

Yaron Ayalon – Jewish Studies
Agnes Ayme-Southgate – Biology
Tim Barker – Chemistry and Biochemistry
Adam Jordan, Secretary: – Teacher Education
Johnathan Neufeld – Philosophy
Cliffton Peacock – Studio Art

Robert Pitts, Chair: – Management and Marketing

Non-voting ex-officio members:
Suzanne Austin - Provost
John Loonan - College Budget Director
A More Strategic Approach by the Committee

• Committee Examination of Strategic (Big Picture) Issues & Budget – Re President Hsu

• CofC Strategy - Program Initiation and Review
  • CofC Enrollment Strategy Given Market Conditions – Drives Revenue
    • Issues with stable undergraduate enrollment and changing program emphasis
  • Long-term Revenue/Enrollments v Budget Needs
    • Fund Strategically Focused Initiatives
    • Infrastructure
    • Building Maintenance
    • College Reserves

• Establish Criteria for Program Reviews
  • Strategy, Breakeven and Risk to Reward

• Budget Implications of Performance Based Budgeting PBB - RCM
New Budget Transparency & Committee Inclusion

• Reviews of Financial Outcomes and Budgets – CFO
• Detail of E&G Incremental Expense - Strategic Action Items – Provost & CFO
• Committee Comments to Provost for Academic Affairs upcoming Budget Submissions - Provost
  • January February –
  • Need to work on operationalization
Our Current Financial Position

**CofC Current Financial Position is Good**
- Sound Expense Control – units can now only spend what is budgeted
- Positive Net at End of Fiscal 20, 21 & 22
- CofC Reserve Is Being Built from almost 0 to 15% of Yearly Expenses
  - $1.7 MM FY19 to $49MM FY22
- Conservative Student/Revenue Forecast and Incremental Increases For This Year’s Budget (Fiscal 23)

**Challenges in the Future** – Fixed Cost Structure – Declining # HS Graduates – Inflation - Infrastructure $ Needs – Tuition?
Overview of CFO Report to Committee as Presented to Trustees

E&G Fiscal Year 2015-2022 Revenue/Expense/Fund Balance

- Fund Balance Forward
- Revenue
- Expense
Budget (Incremental) Development Process
Then to Trustees for Approval – May & June Meetings

1. Enrollment Modeling
2. Tuition Increase Projections
3. Discount/Scholarship Modeling
4. Fee & Other Revenue Modeling
5. Appropriations Forecasting
6. Labor Expense Modeling
7. Fringe Expense Modeling
8. Contract/Lease Escalation Modeling
9. Utilities, Water, etc. Modeling
10. Auxiliaries, Designated, & Restricted Modeling
11. Strategic Action Item Planning & Forecasting
12. Balancing the Budget & Margin Analysis

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## Fiscal 23 **Incremental** Revenue Forecast

### Tuition Changes:
- **Revenue Adjustment - 2022-2023 Enrollment Change (FR@2177)**: $14,581,555
  - **Less: Unallocated Enrollment Change (Designated for Reserve)**: $(12,000,000)
- **Revenue Adjustment - Tuition Increase 0.00% In-State and 4.00% Out-of-State**: 5,969,387
- **Revenue Adjustment - 17 Credit Hour Fee (Adjusted per Anticipated Revenue)**: (36,140)
- **Less: Abatements, Waivers, and Scholarships**: (1,969,688)
- **Net Tuition Revenue**: $6,545,114

### Appropriations Changes:
- **Increase in State Appropriation**: $4,108,313
  - **Employee Pay Plan Appropriation (Estimate)**: 1,267,947
  - **Total Appropriations Changes**: $5,376,260

### Fee Change:
- **School, Lab, and Student Fee Adjustments per Anticipated Revenue**: $493,571
- **Revenue Adjustment - Miscellaneous Fees**: 11,629
  - **Total Fee Change**: $505,200

**Total Adjusted Revenue**: $12,426,574
### Fiscal Year 2023 Preliminary Tally

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Additional Revenue:</strong></td>
<td>$12.43m</td>
</tr>
<tr>
<td><strong>Legislatively Mandated Expenses:</strong></td>
<td>(5.07m)</td>
</tr>
<tr>
<td>3% Permanent Employee Base Salary Increase</td>
<td>$3,305,333</td>
</tr>
<tr>
<td>Employer Contributions - Health Insurance (2.6%</td>
<td>$108,652</td>
</tr>
<tr>
<td>Increase - 7/1/22 through 12/31/22)</td>
<td></td>
</tr>
<tr>
<td>Employer Contributions - Health Insurance (18.1%</td>
<td>$756,386</td>
</tr>
<tr>
<td>Increase - 1/1/23 through 6/30/23)</td>
<td></td>
</tr>
<tr>
<td>Employer Contributions - Retirement (SCRS, ORP,</td>
<td>$901,421</td>
</tr>
<tr>
<td>PORS - 1% Increase)</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Items (Room Above the Line):</strong></td>
<td>$3.49m</td>
</tr>
<tr>
<td><strong>Total Legislatively Mandated New Spending:</strong></td>
<td>$5,071,792</td>
</tr>
</tbody>
</table>

### Fiscal Year 2023 Preliminary Tally

**Additional Revenue:** $12.43m  
**Legislatively Mandated Expenses:** (5.07m)  
**Escalations and Inflationary Expenses:** (3.87m)  
**Strategic Items (Room Above the Line):** $3.49m

#### Inflationary Required Spending/Annualizations:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion, Tenure, Post Tenure Review, and Faculty Conversions</td>
<td>$993,824</td>
</tr>
<tr>
<td>Public Safety Step Increases, Overtime (including Fringe), &amp; Operational Escalations</td>
<td>$494,048</td>
</tr>
<tr>
<td>Library Serials</td>
<td>$110,308</td>
</tr>
<tr>
<td>Information Technology Contract Escalations</td>
<td>$416,323</td>
</tr>
<tr>
<td>Utilities, Water, &amp; Sewage Escalations</td>
<td>$171,267</td>
</tr>
<tr>
<td>Lease Management, Insurance, GSBO, Cougar Card Escalations</td>
<td>$741,998</td>
</tr>
<tr>
<td>Auxiliary Overhead Adjustment</td>
<td>$(240,000)</td>
</tr>
<tr>
<td>School Fees and Lab Fees Adjustments per Anticipated Revenue</td>
<td>$171,117</td>
</tr>
<tr>
<td>University Marketing &amp; Enrollment Planning (Postage, Data Services, Travel)</td>
<td>$267,000</td>
</tr>
<tr>
<td>Facilities Contract &amp; Maintenance Increases (including BUDD contract)</td>
<td>$726,000</td>
</tr>
<tr>
<td>SPECTRA Program Adjustment</td>
<td>$22,158</td>
</tr>
</tbody>
</table>

\[\text{Total Inflationary Expenses} = \$3,874,043\]

\[\text{Additional Revenue} - \text{Legislatively Mandated Expenses} - \text{Inflationary Expenses} = \$12.43m - \$(5.07m) - \$(3.87m) = \$3.49m\]
### E&G Incremental Expense – Strategic Action Items (Fiscal Year 2023)

**Strategic Action Items:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% Merit Based Employee Salary Increase (including fringe)</td>
<td>$1,101,779</td>
</tr>
<tr>
<td>3% Adjunct Faculty Salary Increase (including fringe)</td>
<td>$164,413</td>
</tr>
<tr>
<td>Facilities Regional Pay Adjustment</td>
<td>$200,000</td>
</tr>
<tr>
<td>Launchpad for Success Program</td>
<td>$32,404</td>
</tr>
<tr>
<td>Engineering Program Funding (2 Positions, including Fringe)</td>
<td>$289,050</td>
</tr>
<tr>
<td>Honors Program Funding</td>
<td>$200,000</td>
</tr>
<tr>
<td>School &amp; Program Alignment Funds</td>
<td>$457,042</td>
</tr>
<tr>
<td>Summer School Funding</td>
<td>$135,000</td>
</tr>
<tr>
<td>Travel Management System</td>
<td>$15,000</td>
</tr>
<tr>
<td>Fund Base Adjunct Faculty Recurring Budget</td>
<td>$500,000</td>
</tr>
<tr>
<td>Prestigious Scholars Gift Match</td>
<td>$50,000</td>
</tr>
<tr>
<td>Student Mental Wellness Investment</td>
<td>$25,000</td>
</tr>
<tr>
<td>Institutional Advancement Fundraising Support</td>
<td>$75,000</td>
</tr>
<tr>
<td>UMEP Recruitment Initiatives</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

**Total:** $3,344,688
“Carry Forward” Initiative – Re CFO Loonan

- Applies to **Revenue Centers - Schools**
- To be allocated after fiscal year end
- Contingent on E&G surplus
- Revenue centers receive a portion of their CF from the fund balance to support non-recurring strategic initiatives
- Allocation based on the pro-rata share of operating budget surplus
- Tax on Carryforwards
- Deans have numbers – see appendix
Plan is in a discussion stage, and it will not be “implemented” for 2 years. It may / likely will change significantly in that time.

Issues for Budget Committee
1. How will the internal credit hour cost metric that is the base of the plan be used for evaluating budgets and budget planning? (Others will want to know how it will be used to evaluate school’s performance.)
2. Need demonstrations of the effects of an increase in credit hours and/or more efficient resource use using the model to better understand its potential application in the budget process.
Current Proposals for Budget Review
September 19 meeting for October Senate and Trustees

• Musical Theatre Certificates (3)
• BA Biochemistry
• Environmental and Sustainability Studies
• MAT Multilingual Learners

• Need to establish consistent decision criteria
• Focus on
  • Strategic Allocation of Scarce Funds - over time
  • Breakeven
  • Risk v Strategic Reward
Appendix

• Further Detail
### Fiscal 22 Fund Balance – CofC Reserves

<table>
<thead>
<tr>
<th>Description</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
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<tbody>
<tr>
<td>Prior Year Fund Balance</td>
<td>$25,449,068</td>
<td>$49,047,336</td>
</tr>
<tr>
<td>Less: Transfer to Capital Renewal Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available E&amp;G Prior Year Fund Balance</td>
<td>$21,449,068</td>
<td>$45,047,336</td>
</tr>
<tr>
<td>Standard Carryforwards (Security, Ecollective, NCAA, MBA, LGC)</td>
<td>$4,097,537</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Strategic Initiatives</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>College Branding/Marketing</td>
<td>$807,400</td>
<td>$595,000</td>
</tr>
<tr>
<td>Information Technology Carryforward</td>
<td>$996,845</td>
<td>-</td>
</tr>
<tr>
<td>Modern Think Advising</td>
<td>$5,500</td>
<td>-</td>
</tr>
<tr>
<td>COVID Funding</td>
<td>$1,000,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Legal One-time Funds</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Facilities Master Plan</td>
<td>$550,000</td>
<td>$550,000</td>
</tr>
<tr>
<td>Infrastructure Project (Cumulative)</td>
<td>$5,000,000</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Major Equipment</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>School Carryforwards (net of tax)</td>
<td>-</td>
<td>$450,000</td>
</tr>
<tr>
<td>New Academic Building</td>
<td>-</td>
<td>$7,500,000</td>
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<tr>
<td>Total Allocated Fund Balance</td>
<td>$14,707,282</td>
<td>$26,845,000</td>
</tr>
<tr>
<td>Unallocated Fund Balance</td>
<td>$6,741,786</td>
<td>$18,202,336</td>
</tr>
</tbody>
</table>
Fiscal 22 Net Budget Balance Forward

- Tuition & Fee Revenue: $12.4 M
- Other Revenue: $1.3 M
- Salaries & Fringe: $7.7 M
- Budgeted Margin: $1.2 M
- PEBA Credit: $1.0 M

as compared to budget
Breakdown for the $457,042 – Re Provost Austin

• 1 History Instructor position plus fringe to teach REACH Act courses
• 1 Public Health Faculty position plus fringe
• 1 Math instructor plus fringe
• 2 Academic adviser positions plus fringe
• 1 Health Science Dean stipend plus fringe
• 1 REI Director stipend plus fringe
• 1 1967 Legacy Program Director stipend plus fringe
• 1 graduate assistant for 1967 Legacy Program plus fringe
### School Operating Carry-forward
#### 40% Indirect Tax

<table>
<thead>
<tr>
<th>Division</th>
<th>Division Name</th>
<th>Operating Budget</th>
<th>Operating Expense</th>
<th>Operating Surplus</th>
<th>40% Indirect Tax</th>
<th>Carry-forward Net of Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIVS01</td>
<td>School of the Arts</td>
<td>$370,732</td>
<td>$322,202</td>
<td>$48,530</td>
<td>$19,412</td>
<td>$29,118</td>
</tr>
<tr>
<td>DIVS02</td>
<td>School of Business*</td>
<td>911,265</td>
<td>813,447</td>
<td>97,818</td>
<td>39,127</td>
<td>58,691</td>
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<tr>
<td>DIVS03</td>
<td>School of Education</td>
<td>319,023</td>
<td>217,669</td>
<td>101,354</td>
<td>40,542</td>
<td>60,813</td>
</tr>
<tr>
<td>DIVS04</td>
<td>School of Humanities and Social Sciences</td>
<td>517,749</td>
<td>464,244</td>
<td>53,505</td>
<td>21,402</td>
<td>32,103</td>
</tr>
<tr>
<td>DIVS05</td>
<td>School of LCWA</td>
<td>312,064</td>
<td>224,361</td>
<td>87,703</td>
<td>35,081</td>
<td>52,622</td>
</tr>
<tr>
<td>DIVS06</td>
<td>School of Science and Mathematics</td>
<td>1,495,863</td>
<td>1,337,371</td>
<td>158,493</td>
<td>63,397</td>
<td>95,096</td>
</tr>
<tr>
<td>DIVS07</td>
<td>School of Health Sciences</td>
<td>184,705</td>
<td>156,693</td>
<td>28,012</td>
<td>11,205</td>
<td>16,807</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$4,111,402</strong></td>
<td><strong>$3,535,986</strong></td>
<td><strong>$575,415</strong></td>
<td><strong>$230,166</strong></td>
<td><strong>$345,250</strong></td>
</tr>
</tbody>
</table>

*Excludes MBA*
Motion to amend language to the FAM to allow for midterm reapportionment

Rationale
As the by-laws are currently written should the College form a new school, that entity will not have a voting member on Faculty Senate until the next regularly scheduled reapportionment as defined by the FAM in Article IV Section 2.H. This could mean that the new entity is without a Faculty Senator(s) for as many as three years. This amendment will allow the Committee on Nominations and Elections to perform a midterm reapportionment which will result in the new school having elected senator(s) for the following academic year.

Specifically the FAM Article IV Section 2.A states the following about the composition of the Senate.

*We do not propose any changes to this section and include it here only for your understanding.*

A. Composition. There shall be 50 Regular Faculty Senators (as defined in Article IV, Section 2.D.1), apportioned by the percentage of regular faculty [as defined in Article I, Section 1, (1) and (2), and excluding all those qualifying as ex officio regular faculty members under provision (3)] in each school (the library shall be considered a school for this purpose) and 3 Adjunct Faculty Senators with voting privileges. There shall be one Faculty Senator elected by each academic department, with the remainder of a school’s senators elected at-large by the faculty in that school. If a school should have more departments than its apportioned senators, then all of that school’s senators shall be elected at-large by the faculty in that school. (Ins. Dec. 2009) The Adjunct Faculty Senators shall represent at least two different schools (including the library) and three different departments. (Rev. Aug. 2015, Aug. 2016)

The FAM Article IV Section 2.H states the following about how reapportionment is handled. The proposed changes to the by-laws center around this section and are detailed after the paste.

H. Every three years, beginning in the fall semester of 2015, the Committee on Nominations and Elections shall request from the Associate Provost for Faculty Affairs the current number of full-time tenured, tenure-track, Instructor, or Senior Instructor employees in each School, based on the October report to the South Carolina Commission on Higher Education. Based on those numbers, the Committee on Nominations and Elections shall use the Huntington-Hill methods of apportionment to determine and report, at the January meeting of the Faculty Senate, the allocation of Faculty Senators for each School to be effective at the start of the next fall semester. In the event that a School loses more at-large Faculty Senate seats than it is slated to elect in the spring elections then the at-large senator who has the lowest seniority in terms of service will be removed first; if two or more at-large senators have the same seniority in terms of service, the order of removal shall be based on lowest number of votes when elected; in the event of a tie, removal is to be decided by lot. For each reapportionment, the Faculty Senate Secretariat shall record the allocation of Faculty Senators, and the basis of that allocation (number of regular faculty by department and school). (Ins. Aug. 2016)
Motion

The By-laws Committee recommends that Article IV Section 2.H reads ‘Reapportionment.” The previous Article IV Section 2.H language moves down to Article IV Section 2.H.1. Article IV Section 2.H.2. is the new language stating that a midterm reapportionment should take place for the creation of a new school. If the motion passes, the Faculty/Administration Manual will read:

H. Reapportionment

1. Every three years, beginning in the fall semester of 2015, the Committee on Nominations and Elections shall request from the Associate Provost for Faculty Affairs the current number of full-time tenured, tenure-track, Instructor, or Senior Instructor employees in each School, based on the October report to the South Carolina Commission on Higher Education. Based on those numbers, the Committee on Nominations and Elections shall use the Huntington-Hill methods of apportionment to determine and report, at the January meeting of the Faculty Senate, the allocation of Faculty Senators for each School to be effective at the start of the next fall semester. In the event that a School loses more at-large Faculty Senate seats than it is slated to elect in the spring elections then the at-large senator who has the lowest seniority in terms of service will be removed first; if two or more at-large senators have the same seniority in terms of service, the order of removal shall be based on lowest number of votes when elected; in the event of a tie, removal is to be decided by lot. For each reapportionment, the Faculty Senate Secretariat shall record the allocation of Faculty Senators, and the basis of that allocation (number of regular faculty by department and school). (Ins. Aug. 2016)

2. If a new school is created at any point in the three-year cycle, then the Committee on Nominations and Elections will execute the reapportionment process in the fall of the following academic year. The timeline of the next regularly scheduled reapportionment will remain unchanged by this midterm reapportionment.

Rationale

As the by-laws are currently written should the College form a new school, that entity will not have a voting member on Faculty Senate until the next regularly scheduled reapportionment as defined by the FAM in Article IV Section 2.H. This could mean that the new entity is without a Faculty Senator(s) for as many as three years. This amendment will allow the Committee on Nominations and Elections to perform a midterm reapportionment which will result in the new school having elected senator(s) for the following academic year.