

Palmetto College Campuses Faculty Senate Minutes February 10, 2017

AGENDA

- I. Call to Order at 1:05: Roll Call of Voting Senators
- II. Correction/Approval of Minutes: November 11, 2016
USC Union
- III. Reports from Standing Committees
 - A. Rights and Responsibilities – Professor Jason Holt
 - B. Welfare – Professor Helene Maire-Afeli
 - C. System Affairs – Professor Kajal Ghoshroy
- IV. Executive Committee
 - A. Secretary, Dr. Bryan Love
 - B. *Palmetto College Campuses Faculty Manual* Liaison Officer – Professor Andy Yingst
- V. Reports from Special Committees
 - A. Committee on Libraries – Professor Rebecca Freeman
 - B. Committee on Curricula and Courses – Professor Stephen Criswell
 - C. Committee on Faculty Welfare – Professor Shelley Jones
 - D. Faculty-Board of Trustees Liaison Committee – Professor Hennie van Bulck
 - E. PCC Research and Productive Scholarship Committee – Professor Chris Sixta Rinehart
 - F. Palmetto College Campuses Academic Advisory Council – Professor Chris Nesmith
 - G. Other Committees
 - Conflict of Interest Committee – Professor Noni Bohonak
- VI. Unfinished Business
 - A. Motion to Make Factual Corrections to the PCCFM
 - B. Motion to Remove title of Executive Vice Chancellor and Vice Provost from PCCFM
- VII. New Business
 - A. Motion to Change Working of the PCCFM for Mid-Year Hire
 - B. Motion regarding Palmetto Core
- VII. Announcements
- IX. Adjournment

MORNING SESSION

Welcome

Chair, Dr. Tom Bragg called the meeting to order at 9:33 a.m. He welcomed everyone, and then quickly moved to introduce and welcome guest speaker Dr. Augie Grant, Columbia Faculty Senate Chair.

Guest Speaker

Columbia Faculty Senate Chair, Dr. Augie Grant began by emphasizing the systemwide initiative to increase interaction of faculty across campuses. He noted that in Columbia, faculty members tend to think Columbia is the whole world. The Board of Trustees meetings afforded opportunities for him to interact with the leadership of other campuses and led him to want to find out more about other campuses and programs. Dr. Grant added that as a new initiative all the faculty senate chairs met recently at USC Aiken to discuss opportunities to collaborate. Among oversights in this regard, he noted that there is a seat on the Board of Trustees Academic Affairs and Faculty Liaison Committee reserved for the regional campuses that currently rotates among the three senior campuses and no one has been keeping track of this and no one has been showing up. He noted the Columbia campus Faculty Senate chair is always on that committee, and emphasized that either he or his successor would be happy to relate Palmetto College concerns to that committee. Among the issues that he has been working to address is the Palmetto College faculty's complaints about being unable to access library resources on their campuses. Dr. Grant discussed a Faculty Senate resolution to the President, Provost, and Dean of Libraries requesting access to all resources, especially journals, on all campuses. Dr. Grant also noted that he has been doing a "Better Know a Campus" agenda item at Columbia Faculty Senate meetings; for this, he invites a leader of a regional campus to come to the Columbia Faculty Senate meeting and offer a brief presentation. He noted the Palmetto College campuses that had already given presentations. Dr. Grant next emphasized that in order to have successful collaboration, Columbia needs to be aware of things that can be collaborated on. He noted that Columbia is in the process of trying to improve the quality of work for non-tenure-track faculty, and in that area he strongly felt Columbia was playing catch-up with Palmetto College. Dr. Grant explained that the Columbia Faculty Welfare Committee and Faculty Advisory Committee had worked up a set of 5 recommendations for improving the circumstances of non-tenure-track faculty, and he briefly ran through the recommendations. He noted that in Columbia voting is limited to tenure-track faculty and explained that a big factor in contingent faculty's dissatisfaction has been a lack of voting rights. He stated that a new goal is to give all faculty a say in faculty governance. Another initiative Dr. Grant addressed is the establishment of a permanent Faculty Senate Information Technology Committee to address faculty IT needs. He noted that some faculty in Columbia have high-performance computing needs, and that these resources should be available within a year. Dr. Grant next discussed the open budget process that began in January; each unit meets with the Provost to say, essentially, "Here's what we

need." Dr Grant explained that each campus meets with the President, and—in a new development—the faculty chairs at the Palmetto College campuses will be invited. The next topic that Dr. Grant addressed was "Where is the system headed?" While noting that enrollment in Columbia was flat, he emphasized that the University's campuses are growing, which means growth in faculty and reallocation of resources. He emphasized the importance of the bond bill to build the system, which in turn builds the state. Dr. Grant noted that new Governor Henry McMaster always has been a supporter of higher education and has a bachelor's degree from USC and a law degree from USC. Additionally, Dr. Grant discussed the Board of Trustees annual retreat, where a guest speaker prominent in the business community—David Seaton, CEO of Fluor—talked about what is needed for the future. He emphasized that students need critical-thinking skills and communication (especially writing) skills—things Dr. Grant noted we are already doing. Dr. Grant emphasized that USC is getting exceptional support from the business community and provided examples. He discussed how President Pastides's vision for the future has a greater emphasis on health and health sciences as he sees the health sector as being a particular area of economic growth, and he noted that USC is looking to build a new campus for the USC School of Medicine in Columbia. Dr. Grant concluded by asking for more ways for the campuses to collaborate, emphasizing the Provost's call for collaboration and communication. He concluded by asking if there were any questions.

Senator Kajal Ghoshroy (Sumter) asked if it might be possible to get help for some labs on the Palmetto College campuses that are stuck in the 1960s.

Dr. Grant asked if it was an item in the budget, or if upgrading was a realistic option.

Past Chair Henne Van Bulck (Sumter) asked if there are any funds in the bond bill that might be allocated for such purposes.

Dr. Grant encouraged lobbying for help. He said the president can be asked whether needs such as lab upgrades can be inserted in the budget or considered in negotiations for the bond bill. He also wondered if fulfilling such requests would take from the Columbia budget, or if Columbia might have newer equipment that had been retired and put in storage that the Palmetto College campuses might be able to access.

Senator/Palmetto College Campuses Faculty Manual Liaison Officer Andy Yingst (Lancaster) bounced off of the discussion of non-tenure-track faculty voting rights to discuss the attendance problems at the Palmetto College Campuses Faculty Senate and efforts to possibly downsize the senate

Dr. Grant referenced senate numbers in Columbia and that Columbia is looking into whether instead of having one senator for every 10 faculty members, a better ratio might be one for every 15.

A. Yingst wondered whether non-tenure-track faculty would actually get elected to the Senate, noting that on his campus instructors have not been elected to positions like that.

Dr. Grant acknowledged that as a potential problem, but stressed the need to find equity. He illustrated his point by comparing a veteran instructor who teaches four undergraduate classes a term with a junior tenure-track faculty member who teach one undergraduate class a term; under the current rules the untenured assistant professor who teaches far fewer undergraduate courses/classes has more of a voice on issues such as curriculum.

A. Yingst suggested carefully observing whether non-tenure-track faculty were actually being elected to positions. **Dr. Grant** noted that was definitely something that would be monitored.

Senator David Dangerfield (Salkehatchie) thanked Dr. Grant for his work on Palmetto College faculty access to electronic resources and asked for more details.

Dr. Grant emphasized that the problem with providing access comes down to cost. He suggested that, whenever possible, contracts could be changed so that instead of being with USC they would be with USC campuses.

Senator Rebecca Freeman (Lancaster) stated that in her experience in the USC Lancaster library the problem always comes down to cost. She noted that contracts are usually based on FTE. She also noted that if a faculty member teaches Palmetto College courses, then that faculty member has access to all Columbia materials for the year.

Dr. Grant asked for anyone with questions, etc., to email him at Augie@sc.edu.

After an extended round of applause, **Dr. Bragg** turned the floor over to **Vice Chair, Dr. Ernest Jenkins**, who announced the pivot to reports from Palmetto College officers and introduced Palmetto College Chancellor, Dr. Susan Elkins.

Reports

Palmetto College Chancellor, Dr. Susan Elkins began by asking for an additional round of applause for Dr. Augie Grant. She expressed gratitude to Dr. Grant and his predecessor, Dr. Jim Knapp, for reaching out to us, and she emphasized our collective appreciation for Dr. Grant's support of the Palmetto College campuses and the overall renewed emphasis on *one* USC system. She noted that we *are* one system and are accredited together and we can help each other help students succeed, etc. Dr. Elkins began her report by discussing enrollment, emphasizing that enrollment is up, reminding everyone that in the fall we had over a 7% increase in headcount and over 5% in FTE, the largest of any of the eight campuses. She noted that the fall enrollment numbers are great, and that the spring is looking good too (because of Spring II, final numbers will not be available until later). She offered thanks to everyone for all they do. Dr. Elkins also discussed growth in the online-degree-completion programs. She noted that last spring there were 751 students in the online-degree-completion programs and this year the enrollment is around 833. Dr. Elkins mentioned that the program has already served over 2,200

students and has graduated over 700 students. She emphasized that the good news is that those students have graduated, but the bad news is that they need to be replaced. She expressed gratitude for all who help Palmetto College grow enrollment. The second topic that Dr. Elkins addressed was finances. She stated that the midyear financial review with the campuses and the Columbia CFO is underway, noting that for the most part all of the campuses are in good financial position. She emphasized the goal of having thriving campuses coupled with thriving online programs. The next topic involved legislative matters. Specifically, Dr. Elkins discussed Carolina Day on January 25 and noted it was the largest representation of Gamecocks ever. All the mascots were there with large delegations from each of the campuses. She noted that everyone talked about the bond bill. She reiterated Dr. Grant's point that this may be a one-time opportunity to get a bond bill to build buildings. She suggested that if anyone happens to meet a legislator to take the opportunity to emphasize to that legislator the importance of the bond bill and thank him/her for his/her support. The fourth topic was the fifth-year SACS interim review. Dr. Elkins explained that the written report is due on February 17, then there will be an off-site review in March, and finally SACS will report back in June. Although most of the review will be off-site, there will be a visiting team for the new USC Union Laurens location and for the new Florence and Greenville medical schools. She stated that everyone feels good about the coming Laurens visit and she expressed pride in, and gratitude for, all of the people working on the SACS team, including the consistently supportive SACS compliance team in Columbia. Dr. Elkins concluded by thanking everyone for all they do for the Palmetto College campuses. *A copy of Dr. Elkins's report is included in the appendix to these minutes.*

Dr. Jenkins introduced Dean of Extended University and Associate Provost, Dr. Chris Nesmith.

Dean of Extended University and Associate Provost, Dr. Chris Nesmith began by noting that the Palmetto College T&P Committee met January 27 and the letters are now out to candidates. He emphasized that the proposal to modify the BLS tracks was approved by the Columbia Faculty Senate in December and will be implemented for Fall 2017. Dr. Nesmith next discussed Carolina Core assessment going on in specific areas in the spring, offering thanks for those involved in administering assessment and everyone who participates in the important process. He next noted that grant proposals for online course development are under review; he mentioned that the Palmetto College online course development grants are winding down, noting that other opportunities are available. Dr. Nesmith mentioned that a BLS/BOL advisor meeting is scheduled for February 17 and an Alpha Sigma Lambda meeting scheduled for March 28. *A copy of Dr. Nesmith's report is included in the appendix to these minutes.*

Next **Dr. Bragg** reminded everyone of the electronic submission of PC Campuses Deans' Reports.

Reports from the Palmetto College Campuses Deans

The PC Campuses Deans' Reports from the following were submitted electronically and appear in the appendix to these minutes.

Dean of Extended University and Associate Provost Chris Nesmith

USC Lancaster Dean Walt Collins

USC Salkehatchie Dean Ann Carmichael.

USC Sumter Dean Michael Sonntag

USC Union Dean John Catalano

Dr. Jenkins stated that everyone in attendance should proceed to committee meetings.

The morning session ended at 10:23 a.m.

AFTERNOON SESSION

Call to Order

Chair Tom Bragg called the session to order at 1:04 p.m. Dr. Bragg explained the decision to do roll call for the afternoon senate sessions, a move based largely on almost not having a quorum at the previous meeting at Union (he said that if one person at that meeting had sneaked away after lunch no votes in the afternoon session would have been legal/binding). He noted that any alternates should stand for the person for whom they are substituting. He invited **Secretary Bryan Love** to the podium to do roll call.

B. Love called the roll by campus with the following results:

Extended: Jones, Lehn, Saucier in attendance

Lancaster: Bundrick, Burke, Freeman, Hold, Lawrence, Penuel, Wolochwianski, and Yingst in attendance (absent: Cruise)

Salkehatchie: Dangerfield, Downs, Gottesman, Mack (alternate for Ngwane), Miller, Peek in attendance (absent: Cai)

Sumter: Bellanca, Bishoff, and Ghoshroy in attendance (absent: Chang, DaSilva, and Picariello)

Union: Anderson, Aziz, and Maire-Afeli in attendance

Correction/Approval of Minutes from November 11, 2016 PCCFS meeting

T. Bragg noted the minutes were completed and distributed in a timely manner and asked if there were any corrections. Hearing none, he asked if the minutes could be approved by acclimation. The minutes were approved as submitted.

Reports from the Standing Committees

Rights and Responsibilities Committee Chair Jason Holt (Lancaster) reported that the committee had worked on dates for the T&P process for midyear hires. He presented the proposed dates to the Senate. J. Holt asked if there were any questions and there were none.

Welfare Committee Chair H el ene Maire-Afeli (Union) began by discussing the well-attended T&P workshop and the feedback received from participants. She noted that some people liked the new format for the afternoon session while others expressed preference for the old format. H. Maire-Afeli next emphasized the importance of filling out the Faculty Welfare Survey, noting the data culled from it is important for addressing faculty issues. She next discussed the Salary Inequity Report (technically the 2015–2016 Faculty Salary Report) that the committee had been working on and that was recently distributed via e-mail (*a copy of this report appears in the appendix*); she stated that a related resolution will come up in new business. Finally, H. Maire-Afeli stated that the Welfare Committee had decided this year's recipients for the Plyler, Duffy, and Shaw awards; the winners will be announced at the next meeting. She noted the high quality of the applications.

Senator Patrick Saucier (Extended University) expressed concern about the Faculty Welfare Survey, especially those questions the answers to which might expose the identity of the person being surveyed.

Senator Chris Bundrick (Lancaster) emphasized that questions can be skipped.

Senator Sam Downs (Salkeahchie) stated that all questions can be skipped and explained that the survey is very secure. He emphasized the survey is hosted on a secure server not affiliated with the University.

P. Saucier said he wasn't allowed to skip questions and that he still didn't feel comfortable with the questions.

T. Bragg asked if we could get a screenshot to illustrate the problem with skipping questions so that the issue could be addressed.

Senator Shelley Jones (Extended University) asked whether the survey could be altered to ask an age range instead of a particular age.

S. Downs said such things could be done.

Senator Joe Anderson (Union) asked why the sensitive information is needed at all.

T. Bragg explained that the information is needed to aid the investigation of things such as the current charge regarding salaries (where field, age, race, sex, etc., are considered).

C. Bundrick explained that the data is only used to produce the report on faculty welfare with data.

System Affairs Committee Chair Kajal Ghoshroy (Sumter) stated that the committee worked on the so-called obsolete UCAM/RCAM courses. The committee concluded that these courses need to be retained and changed to PCAM courses. She explained that the committee is still working on the Palmetto Core. She noted that new business in the committee includes the Lancaster AS in Business degree program and the recommendation from the Palmetto College Campuses Faculty Advisory Committee regarding the creation of a new PCAM 299 independent study course. *A copy of K. Ghoshroy's report appears in the appendix.*

Reports from Executive Committee

Executive Committee: **B. Love** explained that the Executive Committee met on January 20. He offered a couple of highlights: 1) Dr. Elkins discussed how she is meeting with the Palmetto College IT directors to improve the "smart classrooms" and 2) the Executive Committee motion about the proportional reduction of the number of PCCFS senators is being revised and should come to the floor in the April meeting.

Palmetto College Campuses Faculty Manual Liaison Officer: **Palmetto College Campuses Faculty Manual Liaison Officer/Senator Andy Yingst** stated that two motions are coming under unfinished business.

Reports from Special Committees

Committee on Libraries: **Senator Rebecca Freeman** had no report.

Committee on Curricula and Courses: **Stephen Criswell** had no report.

Committee on Faculty Welfare: **Senator Shelley Jones (Extended University)** discussed several items being addressed by the committee. She said that the committee continues to discuss voting rights for non-tenure-track faculty, with a chief concern being the redistribution of power in departments with a large number of non-tenure-track faculty. Among the other issues being addressed are concerns with the USC Children's Center and access to University e-mail for retired faculty. *A copy of S. Jones's report appears in the appendix.*

Faculty-Board of Trustees Liaison Committee: **Past Chair Hennie van Bulck** had no report.

Palmetto College Campuses Research and Productive Scholarship Committee: **Executive Committee At-Large Member/Committee Chair Chris Rinehart** encouraged faculty to create their own web pages—whether scholarship, service, or teaching-oriented—off of the RPS site (contact Bob Dyer (DyerR@mailbox.sc.edu)). She also mentioned the featured scholars on the site for spring: USC Lancaster's Chris Judge and USC Salkehatchie's Li Cai. Finally, she

announced that the RPS website had been updated with information on available grants, etc. *A copy of C. Rinehart's report appears in the appendix.*

Palmetto College Campuses Academic Advisory Council: **Dean of Extended University and Associate Provost Chris Nesmith** stated that the council met on January 20. They discussed the changing of requirements for BLS students in terms of reducing the number of 400-level courses required. They continued to discuss the two new major tracks: Legal Studies and Entrepreneurship. They also discussed the creation of a PCAM 299 topics course that would be under the control of the Senate. Finally, they addressed changing the name of the committee from the Palmetto College Campuses Faculty Advisory Committee to the Palmetto College Campuses Academic Advisory Committee in the Faculty Manual. C. Nesmith noted that the change has already occurred on the agenda but has not been made in the manual, and it should be made for clarity about the group's purpose, etc. *A copy of C. Nesmith's report appears in the appendix.*

A. Yingst asked whether it is "Committee" or "Council" and **C. Nesmith** said he believed it is "Committee" in the manual.

C. Bundrick said that it is within the power of the body to suspend the rules for such a change.

T. Bragg acknowledged this but suggested that investigation is needed.

Other Committees—Conflict of Interest Committee: **Noni Bohonak** had no report.

Unfinished Business

T. Bragg introduced **A. Yingst** to discuss changes to the manual to be voted on.

A. Yingst presented the changes to the Palmetto College Campuses Faculty Manual discussed at the November 11 meeting. He noted that where appropriate the manual would be adopting the "grade of I" language discussed last time, and that the elimination of language from page 52 has been removed from this motion. **A. Yingst** stated that the language on page 52 is still being researched.

There was no discussion and the motion passed by voice vote.

Next **A. Yingst** presented small changes to the Faculty Manual in a motion to remove "Executive Vice Chancellor and Vice Provost" from the manual, and consistently to use "Chancellor of Palmetto College" (versus "Palmetto College Chancellor").

There was no discussion and the motion passed by voice vote.

New Business

The first item taken up under new business was a motion coming out of Rights and Responsibilities to change the Faculty Manual regarding midyear hires.

J. Holt explained the rationale for the proposed revisions have to do with the midyear T&P timeline approved at the November 11 meeting. The current motion is to include the dates for the midyear T&P timeline in the Faculty Manual.

Senator Carmela Gottesman (Salkehatchie) asked if the midyear T&P timeline would be required or optional.

J. Holt explained that there was no language requiring it, that the language is not restrictive.

A. Yingst said that his reading of the Faculty Manual language is that there is no choice, that the timeline is mandatory.

J. Holt expressed uncertainty regarding how to address the question.

Senator Sarah Miller (Salkehatchie) stated that one can always choose to go up early (before the drop-dead deadline). She suggested the T&P circumstances for midyear hires have been vague and the new language merely establishes a clear deadline for them.

Senator Dana Lawrence (Lancaster) stated there is already separate language for midyear hires on page 14. She said it is already in there, but with different dates.

The motion passed by voice vote.

T. Bragg announced the next item to be considered under new business would be a motion for a resolution presented by the Welfare Committee chair.

H. Maire-Afeli referenced the Salary Inequity Report that was distributed. She explained that the Welfare Committee approved a resolution addressing salary inequality to be presented to the Senate for consideration. Based on the length of the resolution, **T. Bragg** suggested starting with the first three parts (the whole document being too large to fit on the screen at once). *A copy of the resolution appears in the appendix.*

T. Bragg called for discussion of the first three paragraphs.

Alternate Senator Ahron Mack (Salkehatchie) asked if the motion includes non-tenure-track faculty or applies only to tenure-track faculty and **H. Maire-Afeli** answered that it currently addresses only the latter.

S. Downs noted that although the data in the study is based on tenure-track faculty, the resolution only says "faculty," it does not say "tenure-track faculty."

S. Jones suggested that the resolution involves rising to meet peer institutions, but wondered about the need to level out pay among the Palmetto College campuses.

H. Maire-Afeli and **T. Bragg** said that both issues are addressed.

The motion was scrolled down on the screen so that the last two parts could be reviewed.

A Mack made a motion to include both tenure-track and non-tenure-track faculty in the motion.

Senator Steve Bishoff (Sumter) seconded the motion.

S. Downs noted that the report only has salary information for tenure-track faculty.

A. Mack suggested the Welfare Committee be asked to look into the data on non-tenure-track faculty; **T. Bragg** said that he should speak with his Executive Committee member (i.e. him).

Senator David Dangerfield (Salkehatchie) asked about how we envision any of this being implemented.

T. Bragg redirected attention back to A. Mack's motion.

C. Bundrick stated that the language should be inclusive.

S. Downs wondered if we were going to include full-time faculty only and was answered by **A. Mack** and **T. Bragg** in the affirmative.

P. Saucier suggested the motion under consideration adds unnecessary words and that the changes could be made in a footnote instead; **A. Mack** stated he wanted the change in the body of the resolution.

A. Mack's amendment passed by voice vote.

D. Dangerfield repeated his earlier question about implementation. Is it for new faculty? Is it across the board?

H. Maire-Afeli stated that it should be across the board.

T. Bragg ruled the resolution substantive and said it will be voted on next time. He said the document should be read, studied, edited, and that faculty members not on the Senate should be consulted about it.

T. Bragg asked if there was any other new business.

S. Bishoff offered a motion to effect the name change in the PCC Faculty Manual for the Palmetto College Campuses Faculty Advisory Committee (as discussed earlier by C. Nesmith). After a brief exchange with **T. Bragg** and **A. Yingst**, however, the situation was determined not

to be urgent enough to require immediate action (including suspension of the rules), so the motion was withdrawn.

A. Mack proposed a motion that **T. Bragg** suggested needed to be written down and reviewed before coming to the floor.

Announcements

T. Bragg asked if there were any announcements and there were none.

With no announcements, the chair called for a move to adjourn, which was quickly offered and seconded. The meeting adjourned at 2:03 p.m.

Respectfully submitted,

C. Bryan Love, Secretary

Palmetto College Campuses

Faculty Senate Meeting

Friday, February 10, 2017

Remarks

Dr. Susan Elkins, Chancellor, Palmetto College

Good morning! It's great to be with all of you here today for the first Senate meeting of the New Year! As always, please first let me thank each of you for your outstanding leadership and service in your work on the Palmetto College Campuses Faculty Senate. It is such a privilege to work with each of you as we continue to serve the Palmetto College campuses, our students, and our communities.

I'll briefly provide four updates this morning:

1. First, enrollment for Spring Semester 2017 continues to look positive. The majority of the campuses project an increase in both headcount and FTE by the time Spring I and Spring II are underway. Once Spring II registration is complete and the census date occurs later in the semester the final enrollment data will be available. In addition to the associate's degree enrollment, the Palmetto College Online completion degree headcount enrollment as of yesterday was at 833, compared to the final fall semester headcount of 806 and last spring's final headcount of 751, with registration still continuing for Spring II. Additionally, over 2,200 students have been served as Palmetto College Online majors since our launch in Fall Semester 2013, and approximately 700 have graduated thus far. Thanks to all of you for having such a positive impact on enrollment and the students we serve!
2. From a legislative perspective, the legislature has just returned to session and *Carolina Day at the State House* was held on Wednesday, January 25th. All of the campuses and PC Online brought strong delegations, including their mascots, who showcased our campuses to the legislative leaders. This was the largest group of Carolina supporters to attend *Carolina Day* since its inception, and Palmetto College was well represented!
3. Mid-year financial reviews are underway for each of the campuses, with meetings scheduled in the next few weeks both within Palmetto College, as well as with the Chief Financial Officer and staff. Campus financial positions continue to improve in conjunction with enrollment growth and careful financial management by the campuses and across Palmetto College. As always, since the top two priorities for Palmetto College are to improve the financial positions of each campus, coupled with the closely related priority of enrollment growth, it was very positive to see enrollment growth in Fall 2016 and improved financial positions at the mid-year financial review. You may recall that I reported as of Fall Census on October 25, 2016, the Palmetto College overall headcount enrollment for the campuses was up by 7.56% and FTE enrollment was up 5.14% over Fall Semester 2015, resulting in by far the largest percentage increases of all

the USC campuses. So that was certainly good news for fall semester, and we are optimistic that spring semester will be positive as well.

4. Finally, you may also recall that our SACSCOC Fifth-Year Interim Review is upcoming this spring. The final documents are being completed as we speak, with the deadline for finalizing the document next Friday, February 17th. The review of the off-site committee will then begin in mid-March and the report will be completed and back to us by June 30th. Additionally, teams will visit the new sites of USC Union – Laurens, along with the Florence and Greenville Medical Schools on February 21-22. On Wednesday of this week the USC SACSCOC team visited the Laurens location for a preliminary visit prior to the arrival of the team, and the visit went very well. Thanks to Dean Catalano, Dr. Lowell, Dr. Rinehart, and all others involved in the visit. Also, we all owe a huge thank you to Dr. David Hunter, our Palmetto College SACSCOC liaison and primary author of the report, as well as to the Deans, Academic Deans, and many others who have contributed to the report. As we all know, there is nothing more important than our accreditation, so we are deeply grateful for the many hours, weeks, months (and years) that have been spent by Dr. Hunter and others on our behalf. Let's give them a big round of applause.

In closing, again, thank you for the opportunity to work with all of you, as well as for all you continually do for Palmetto College and our students!



UNIVERSITY OF
SOUTH CAROLINA
PALMETTO COLLEGE

Feb. 19, 2017

Report to the PCC Faculty Senate

Chris Nesmith

Associate Provost for Palmetto College Campuses

Dean, Extended University

Assoc. Provost Report

1. T&P process for this year is progressing.
2. The proposal to modify the BLS tracks approved by this body in September was approved by the Columbia Faculty Senate in December and will be in the 2017-18 academic bulletin.
3. This spring Carolina Core areas undergoing assessment are GSS, VSR, INF, GFL and AIU—except Sumter already submitted the AIU data in the fall and will not need to do it this spring. Please remember that assessment is going to be a continuous process. Although your class may not necessarily be assessed every semester, as we improve the process it really should eventually (and I am fighting for this) become routine—such as class evaluations.

The members to the Carolina Core Specialty Team representing Palmetto College for the 2016-17 year are:

AIU: Bryan Love

ARP: Rebecca Hillman

CMW: Suzanne Penuel

CMS: Melody Lehn

GSS: John Peek

GFL: Darris Hassell

GHS: Ron Cox

VSR: Chris Rinehart

SCI: Kajal Ghoshroy

INF: Suzanne Penuel

4. The Online Course Development grants for the Liberal Studies and Organizational Leadership degrees are currently being reviewed by the faculty committee. As I mentioned this fall, this year will mark the final phase out of this particular grant program, as most of the required courses for the two degrees have been developed and other new grant programs have become available. Thanks to the faculty committee for the course development grants this year are: Sherry Grosso, Sarah Miller, and Miaggie Aziz.

5. Alpha Sigma Lambda Adult Student Honor Society for PC induction ceremony will be March 28 at 4:00 PM in the Gressette Room on the Columbia campus. More information to come soon.



Feb. 19, 2017

Report to the PCC Faculty Senate

Extended University Dean's Report

Chris Nesmith

Extended University News:

The Fort Jackson Education Center began a series of new activities in 2016, intensifying in 2017. These activities were promulgated by discussions with the Education Services Officer at the fort, and collaboration across Palmetto College. They include:

- A monthly table at the Newcomers Orientation, attended by newly-assigned soldiers and their spouses.
- Twice weekly presentation at the In-processing Briefing, attended by newly-assigned soldiers in the Education Center.
- Presentations to the 369th AG Battalion building, offering to establish courses on-site for soldiers.
- Recruit Military Fair, off-base.
- Open House at the Education Center on 10/14/2016.
- Table in Education Center lobby for National Education Week, USC Day
- Table at College and Career Fair in the Solomon Center at Fort Jackson, which included soldiers, family members, and Department of Defense civilians.
- Recurring e-mail distributions, through the Education Center office, to the base.

Faculty News:

The Extended University faculty have had a very productive year in scholarship so far for 2016-17. A list of accomplishments for the year (to date) will be included in the April report to senate.



UNIVERSITY OF
SOUTH CAROLINA
LANCASTER

Dr. Walter P. Collins, III
Palmetto College Campus Dean

Report to the Palmetto College Campuses Faculty Senate
Meeting at USC Columbia
February 10, 2017

People

Enrollment

As of February 10, 2017, 1438 students (headcount) are registered for Spring 2017. Final enrollment in Spring 2016 was 1470. There are additional second 8 weeks enrollment numbers to be added. We are serving 127 Palmetto College students at USCL as well this semester.

Congratulations to Dr. Lisa Hammond on the recent publication of two poems: "I'm Not Really a Waitress." *Birmingham Poetry Review* 44 (Spring 2017) and "Dying Languages." *Quorum* (20 January 2017).

Congratulations to Dr. Courtney Catledge and to Prof. Ann Scott whose presentation "Debriefing for Meaningful Learning: Connecting the Dots" was chosen for a podium presentation at the Sigma Theta Tau's 28th Annual International Nursing Research Congress in Dublin, Ireland in July 2017. At the same gathering, Dr. Catledge will also participate in a symposium entitled "Engaging Non-Traditional and Innovative Partners Across the Nursing Research Process" with fellow nursing faculty from USC's College of Nursing.

Facilities

Starr Hall renovations are scheduled to conclude in February. Academic and Student Affairs will relocate to the newly renovated space later this semester. New carpet will be put down in the hallways of Starr Hall soon.

We are currently in the beginning stages (design/engineering) for renovation and repair work that will be done in Gregory (Gymnasium flooring, locker room and shower renovations, natatorium window replacement) and Bradley (HVAC upgrades and weep hole repairs) in the coming months.

Other items...

- The **Soul Food Cook Off** returns this year on Tuesday, February 21, 2017. Proceeds from the event will support the Thelathia Barnes Bailey Textbook Scholarship Fund.
- Twelve USC Lancaster students, Laura Carnes, Sarah Katherine DeVenny and I attended **Carolina Day at the Statehouse** on Wednesday, January 25, 2017. We met with the legislative delegation from USC Lancaster's service area to thank them for their support and to ask for their continued support of USC Lancaster and higher education in South Carolina.

- Our **2017 commencement speaker** will be Mrs. Rachel Hodges, First Lady of South Carolina, 1999-2003. A native of Hartsville, SC, she is currently involved in community and non-profit work and is an advocate for reading and other literacy initiatives. Commencement is April 29 at 2:30.
- The **Educational Foundation of USC Lancaster** has set the date for a 5K, 10K and 1-mile Fun Run—**Laps for Lancers**—as a fundraising activity on Saturday, March 25 here on campus. Events planned that morning include the races, a pancake breakfast, and activities for families with children to enjoy. Please come out and join us for this event.
- **Congratulations to the BSN nursing faculty** on receiving a \$10,000 grant from the Lutz Foundation to purchase additional equipment for the Nursing Simulation Laboratory.
- Next **Lunch and Learn at the NASC**, Feb. 17th at noon with **Dr. Ron Cox**. Topic: “The Desegregation of Clemson.”
- The campus will host **Honors Day**, Friday, Feb. 24, 2017 and will welcome 400+ students from area high schools for academic activities/quizzes and the Honors Bowl Academic Challenge. Scholarships will be awarded to winners.
- New exhibit set to open at the NASC: “**Clay Pit to Fire Pit: From the beginning to the end.**” **Reflects on Keith Brown’s artist-in-residence during Fall 2016 at the Center.** Exhibit reception and gallery talk, Friday, Feb. 17 at 1:00.
- **Town-Gown Reading and Discussion Project:** Dr. Lisa Hammond is helping to coordinate a campus and community reading and discussion project. The group of about 18 faculty, staff, students and community members will be reading Stephen Gavazzi’s ***The Optimal Town-Gown Marriage: Taking Campus-Community Outreach and Engagement to the Next Level.*** There will be an open forum scheduled for campus and community input as the project progresses.



UNIVERSITY OF
SOUTH CAROLINA
SALKEHATCHIE

**Faculty Senate Meeting
February 10, 2017**

Dean's Report

Dr. Sam Downs authored of a manuscript entitled "Effects of Three Pedagogies on Learning Outcomes in a Psychology of Gender Lecture: A Quasi-Experimental Study" that will be published as the lead article this spring in *Teaching of Psychology*. He was also appointed co-chair of the planning committee for the annual international conference of The Society for Theoretical and Philosophical Psychology.

Dr. Aaron Ard coauthored "The Influence of Demographic Characteristics on Service Quality Perceptions" which was published in the Journal of Marketing Management in January of 2017.

The Campus Library Council, with librarians from around the USC System, will meet at Salk East on Tuesday, March 7, during the week of Spring Break.

Searches are underway for English, Computer Science, Chemistry and Engineering positions.

USC Salkehatchie celebrates Black History Month with several exciting presentations. The "Taste of History" will spotlight Gullah Geechee cuisine with a presentation by Chef Benjamin Dennis from Charleston, SC and Mr. James White will discuss Frank Solomon's book, "Fighting Two Wars: An Oral History of African-American World War II Veteran's".

USC Salkehatchie plans to offer an Engineering 2 + 2 degree program in partnership with USC Aiken beginning Fall 2017 thanks to a grant through the Department of Energy.

Congratulations to Dr. Sarah Miller on receiving a grant from the South Carolina Humanities Council and Dr. Li Cai on receiving a Breakthrough Star award from the USC Office of the Vice President of Research.

Respectfully submitted,

Ann C. Carmichael
Regional Campus Dean



OFFICE OF THE
DEAN

Palmetto College Campuses Faculty Senate Report
February 10, 2017
Michael E. Sonntag, Ph.D.

Students/Athletics/Campus Events

- Fundraising efforts going well with the Run and Rave, May 13, 2017
- Golf and soccer coach applicants will be called for interviews next week.
- Softball
 - 10 signed recruits (committed student athletes for Fall 2017)
 - 0 - 2 record (0 wins, 2 losses)
- Baseball
 - 2-2 record
- Tennis
 - haven't played yet
 - 1 international student already accepted for Fall 2017

Faculty and Staff

Michelle Ross

- Invited guest speaker to Canton, Ohio to address her process of constructing the story as told in a play, *Black Sea Sands* on Carnahan. The venue is a banquet that kick starts a six month celebration of the 100 year anniversary of Holy Trinity Greek Orthodox Church that served a Pontian Greek refugee community. The play debuts in September in Canton at the Pontian Greek Society annual convention in Canton.

Ray McManus

- Recently interviewed on local NPR station concerning his current work: <http://southcarolinapublicradio.org/post/sumter-professor-poetry-workshops-build-students-confidence-help-other-subjects>
- Ray's most recent book of poetry, *Punch*, has been selected for the Common Reading Experience at Spartanburg Community College, as a part of their Wonders in Writing Program. The school will be purchasing 1000 copies of the book for all of the faculty and students, and the book will be incorporated into their fall curriculum. Ray will also read and give a presentation there in September.

Jane Luther Smith

- Invited to perform at the 2017 Matthay Festival, to be held at Arizona State University from June 14-17. More information on the festival: <http://www.matthay.org/Fest2017.htm> .

Hennie van Bulck

- “Life after Meaningful Use: Sink or Swim?” Presented at the 30th *Annual Meeting of Physician's Viewpoint Network*, Rock Hill, South Carolina, November 10 through 11, 2016. The presentation was published in the *Conference Manual*.

Becky Hillman

- Journal article: "Higher Order Boustrophedon Transforms for Certain Well-Known Sequences" coauthored with Charles Cook and Michael Bacon was accepted for publication in the *Fibonacci Quarterly*.

Andy Kunka

- Essay “*A Contract with God, The First Kingdom, and the ‘Graphic Novel’: The Will Eisner / Jack Katz Letters*” will be appearing in the inaugural volume of *INKS: The Journal of the Comics Studies Society*.

Campus/Physical Plant

- Have started work on new softball field

Faculty/Staff Searches

- Interviews begun for new faculty member in philosophy
- Interviews begun for new Director of Enrollment Management
- Will be advertising position for new Disabilities Coordinator
- Have hired Rodney Clay as our new Director of IT

Budget

- Budget is balanced at this time.
- We received a \$50,000 donation from Edwards Foundation in support of the matching scholarship funds and new endowments.

USC Union, Dean's Report to the PCFS, February 10, 2017

Students

Enrollment is up over 10% this spring with 837 headcount and 464 FTE. Recent increases are mainly due to concurrent enrollment. Continued emphasis will be on full time regular freshman enrollment, aided by new sports teams and student housing. The new Union County Community Scholarship and the new Laurens County Future Scholarship have helped with enrollment as well. We hope to fund six students' trips on a study travel trip to Europe this summer. We are new members of the NJCAA and will field teams in baseball, men's and women's soccer, and softball in the coming year. Our league Commissioner visited campus in December and declared USC Union ready to compete. We have purchased a used team travel bus from USC Salkehatchie. It is being fixed up, re-branded, and will be parked on campus.

Faculty & Staff

Dr. Chris Rinehart is the new Director of Academic Affairs of the Laurens Location, and will report to Dr. Lowell in that capacity. New faculty scholarship includes a contract for Dr. Rinehart's third book. It will be published by Lexington Books, *Sexual Jihad: The Role of Islam in Female Terrorism*. Randy Ivey's newest book is out and in stores, *A New England Romance and Other Southern Stories*. Professor Ivey has also published a new poem, "Death of Kin", in the Abbeville Review, 13 December, 2016. USC Union has announced guidelines for the new local research and productive scholarship grants this year that will be open to our faculty and are to be funded locally.

Facilities

The roof on the Main Building is complete. Central Building roof will be done this summer. Exterior lighting on CB and awnings on Truluck have been replaced. Both MB & CB will have exterior wood repair and paint this spring and summer. Patron's Park architects have been hired and the work has begun (Gazebo). Several small projects are underway, including the CB entrance (complete), MB plaster repair (in progress), CB landscaping (complete), parking lot spraying, restriping and replanting (complete), Admissions Office remodeling, (in house and complete) and the MB spindle deck replacement (complete). Window panel replacement project in Community Room is now complete, with the rest of the windows in CB (96 in total) now in a new project. The student courtyard project is moving forward with an accepted drawing and a timetable in place.

Community

We have been making an effort to reconnect with the city and county of Union in several ways. First responder scholarships have been initiated. Uniquely Union returned to campus last fall. This year's USC Union Literary Festival is scheduled for March and will be expanded. We are working with the city and county on student housing plans. Union County millage has increased from 2 mil to 2.4 mil with the plan to increase to 3 mil next year. I have also met with campus neighbors to discuss their concerns about student housing. I updated the area mayors last month at the request of UCDB, and updated both the Rotary and the Civitans.

Budget The USCU budget is in good shape, due mainly to the enrollment increases of 2016, but SC appropriations remain a concern. If USC Union were funded in the proposed Governor's budget for 2017/8 at the Palmetto College campus average we would receive an additional \$466,358 per year. If USC Union were funded at Sumter's rate we would receive an additional \$1,762,020 per year. Politics trumps fairness.

PC Campus	Fall 2016 FTE	Proposed Governor's Budget	\$/ FTE
Lancaster	1174	\$2,247,772	\$1915
Salkehatchie	780	\$1,729,298	\$2217
Sumter	594	\$3,066,468	\$5162
Union	502	\$ 829,695	\$1652
Average			\$2581

Report to Senate

System Affairs Committee

February 10, 2017

Old Business:

1. Removal of obsolete UCAM and RCAM courses from Academic Bulletin

The SA Committee has completed the review of RCAM, UCAM and PALM courses, with the goal of removing any obsolete courses from the academic bulletin. Between November 2016 and January 2017 we received feedbacks from campuses and have decided not to remove any of the existing courses from the bulletin. We advise that all these courses be switched over to their new designation of PCAM.

2. Updating the Course Climate Survey:

The SA Committee was charged with finishing the work, started by the ad-hoc committee, of revising and updating the course climate survey last year. The committee is currently reviewing the document, in accordance with the ad-hoc committee's reservation that it might be too long. With the goal of streamlining, balancing and simplifying the T&P process, we requested feedback from PCC Faculty organizations between November 2016 and January 2017. The committee is currently discussing the issues raised and hopes to present the final draft to the PCCFS in April 2017.

3. Creating a Palmetto Core:

Currently the Palmetto College campuses offer common AA and AS degree programs built around a subset of the Carolina Core. However, certain Palmetto College campuses have other two-year degree programs, besides AA/AS. System Affairs was charged with developing a list of courses/categories of courses based on the Carolina Core that we propose, will be included in **ALL two-year degrees offered on any PC campus.**

SA had developed a "**Palmetto Core**" in November:

- This is a slightly scaled-back version of the elements of the Carolina Core
- This has already been adopted for and met by the AA and AS degree programs.
- We propose that this must be met in the future by other two-year degrees offered by the PC campuses.
- Sharing a list of common requirements among all two-year degrees offered on the PC campuses should simplify assessment
- Sharing of the common requirements will better prepare our two-year students moving forward within the USC system.
- Currently, a student looking at Carolina Core information has to go to Carolina Core website. Inclusion of the PC Core will make it available on our PC website and can be made available on each campus website as well.

Between November 2016 and January 2017 we heard feedbacks from campuses. We hope to present the final draft to the PCCFS in April 2017.

4. **Modifying degree requirement for number of hours at the 400 level for the Liberal Studies degree program:**

PSYC has 400 level courses that are rigorous, and students need to fulfill 2 areas of the curriculum. 400 level courses are core courses. Committee requests PC FAC to assess and differentiate each cognate and check requirement for 400 levels.

Background and rationale: Currently, the Liberal Studies degree program requires of the Major that: *“All courses must be at the upper level with at least 15 hours at the 400-level or above. All grades must be C or better. A minimum of 12 hours is required in each of the two disciplines. At least 15 hours must be USC courses. No more than 12 hours of the major will be accepted in transfer.”*

Feedback from advisors and students expressed concern about the requirement for “15 hours at the 400-level or above,” because many disciplines have limited courses at the 400 level. This requires many exceptions and waivers to this rule. The initial purpose of creating the rule was to ensure sufficient rigor in the major. However, at USC, course numbering systems vary by discipline, and do not necessarily indicate more rigorous courses at the 400 level versus the 300 level. (For example, the Sociology Department has few or any 400 level courses, and in the History department 400 level courses are reserved for non-U.S. history, whereas 300-level courses are for U.S. history.)

Proposal:

“All courses must be at the 300-level or above. All grades must be C or better. A minimum of 12 hours is required in each of the two disciplines. At least 15 hours must be USC courses. No more than 12 hours of the major will be accepted in transfer.”

In October, the committee found there to be variants in degree requirements. We found for example, that Psychology has 400 level courses that are rigorous and core courses, and that students in this cognate are required to fulfill two areas of psychology courses, some of which are at 400 level. The committee requested the Faculty Advisory Committee to differentiate and assess each cognate area and to please clarify their requirements for 400 level courses. The committee requests that these requirements be listed by the FAC, and hopes that by doing so we will not be limiting any individual cognate. The committee has heard back from the committee and is currently working on submitting this proposal draft to the senate in April 2017.

New Business:

1. Associate in Science (Business) Degree from Lancaster: The committee is currently discussing this proposal.

Respectfully submitted,

Kajal Ghoshroy
Chair, System Affairs Committee
PCC Faculty Senate

Palmetto College Campuses Faculty Senate
February 10, 2017 Faculty Senate Meeting
USC-Columbia

Report from USC-Columbia Faculty Welfare Committee

To: Palmetto College Campuses Faculty Senate

From: Shelley AJ Jones, Extended University
PCC Representative to USC-Columbia Faculty Welfare Committee—2015-2018

Meeting Dates: November 28, 2016 and January 23, 2017 (no December meeting)

The Columbia Faculty Welfare Committee's survey completed Spring 2015 of non-tenure track faculty dissatisfaction resulted in the formation of an ad hoc committee to address these concerns. This ad hoc committee developed five recommendations, included in my report from our last Senate meeting. Faculty Senate Chair Augie Grant tasked the committee with responding to these five recommendations, particularly the first, extending voting rights to fulltime NTT faculty, which was brought to the floor of Columbia Faculty Senate in its February meeting. A vote on three motions to amend language in the Columbia Faculty Manual extending voting rights to NTT faculty will happen in its next meeting. A particular point of concern is the potential redistribution of power in departments with high numbers of NTT faculty. I've included a link to these motions with this report:

http://www.sc.edu/faculty/senate/17/agenda/0201.Faculty_Manual_Changes.pdf.

April Hiscox, Assistant Professor in the Department of Geography and former CFWC member, joined the committee's November meeting to discuss parents' concerns with the Children's Center at USC, specifically the lack of transparency regarding administrative structure and hiring/firing practices; staff turnover rates; and changes to Center procedures, hours, and offerings without parental input or sufficient notice. Amanda Castles, the Associate Director of Faculty/Staff Wellness, joined the January meeting to introduce wellness programs available for faculty and staff through Gamecocks LiveWell. The committee continues to explore the retention of email addresses for retired faculty and concerns with changes to parking policies.

Report to Palmetto College Faculty Senate for February 10, 2017
Research and Productive Scholarship

Currently, Research and Productive Scholarship is working on the following items:

I. As usual, upgrading and extending the Research and Productive Scholarship Website

A. Please consider having your own website whether it is scholarship, service, or teaching-oriented. Contact Bob Dyer to get your site set up @ DyerR@mailbox.sc.edu

B. RPS is showcasing two faculty research profiles this Spring semester. The Spring First Quarter Scholar is Instructor Chris Judge from USC Lancaster concerning his recent archaeological dig. The Spring Second Quarter Scholar is Assistant Professor of Chemistry Li Cai from USC Salkehatchie.

Please see the RPS website for their amazing achievements.

<http://blogs.pc.sc.edu/rps/archive-featured-research/>

C. RPS has updated and revised their website.

<http://blogs.pc.sc.edu/rps/>

Please submit questions and concerns to me at Sixta@mailbox.sc.edu

Respectfully Submitted,

Christine Sixta Rinehart, Chair of Research and Productive Scholarship



Feb. 19, 2017

**Report to the PCC Faculty Senate
Palmetto College Faculty Advisory Committee**

Chris Nesmith, Chair, 2016-2018

The committee met Jan. 20. The members discussed the proposed change to the requirements for BLS students that currently requires them to take “12 hours at the 400 level” within their major coursework. As presented last fall, this creates an unintended hardship for students in certain majors, where there are fewer—or no—courses offered at the 400 level (sociology in particular). This issue is currently with the System Affairs committee.

The committee also continued to discuss the two new major tracks: Legal Studies and Entrepreneurship.

The committee also has suggested the senate create a PCAM 299 Special Topics course that would be under the control of the Senate.

Finally, the committee would like to propose to the Senate that the committee’s name be changed. Currently the name is “Palmetto College Campuses Faculty Advisory Committee” and this name makes it unclear what the committee’s actual role or responsibilities are.

We propose to change it to the “Palmetto College Campuses Academic Advisory Committee” in the Faculty Manual. We believe this will prevent confusion with other committees, such as the “Provost’s Faculty Advisory Committee.”



UNIVERSITY OF
SOUTH CAROLINA
PALMETTO COLLEGE

2015-2016 Faculty Salary Report

University of South Carolina

Palmetto College Campuses Faculty Senate

Welfare Committee

Prepared by the Welfare Committee of the Palmetto College Campuses Faculty Senate:

Helene Maire-Afeli (chair), Union; Fernanda Burke, Lancaster; Christopher Bundrick, Lancaster;
Samuel D. Downs, Salkehatchie; Melody Lehn, Extended University; Fidele Ngwane,
Salkehatchie; John Peek, Salkehatchie; Damien Picariello, Sumter; Tania Wolochwianski,
Lancaster.

2015-2016 Faculty Salary Report

University of South Carolina

Palmetto College Campuses Faculty Senate

Welfare Committee

Executive Summary

Faculty salaries of Palmetto College campuses are substantially lower than faculty salaries at other institutions similar to the campuses comprising Palmetto College. The 2012-2013 Faculty Salary Report identified a similar trend. Furthermore, it appears that since the 2012-2013 faculty salary report, faculty salaries at Palmetto College have not increased compared to salaries at similar institutions nation-wide even though salary equity has been and continues to be a major concern for faculty.

Study Purpose and Design

Per the recurring charge of the Executive Committee of the Palmetto College Campuses Faculty Senate, the Welfare Committee conducted an analysis of faculty salaries for the 2015-2016 academic year. For the analysis, we compared faculty salary among Palmetto College campuses and between Palmetto College and peer and aspirational institutions. The purpose of this analysis is to use quantitative information to respond to faculty concerns about faculty salary equity within Palmetto College campuses and between Palmetto College and peer and aspirational institutions.

All analyses in this report relate to comparisons of faculty salary and do not include consideration of total compensation which typically includes salary, insurances, and other benefits. All data in this study came from two sources:

1. Salary data on faculty in Palmetto College came directly from Victoria Hollins, Human Resources for the University of South Carolina Palmetto College.
2. Salary data on faculty from peer and aspirational institutions came from the appendices to the 2015-2016 Annual Report on the Economic Status of the Profession released by the American Association of University Professors (AAUP). The AAUP report can be found here: <https://www.aaup.org/report/higher-education-crossroads-annual-report-economic-status-profession-2015-16>

The analyses in this report relate to full-time, tenured or tenure-track faculty positions only. To determine which Palmetto College faculty to include in the analyses, we used the same

definitions of faculty and salary used in the AAUP report so that direct comparisons between data from the two sources are possible. In short, only faculty whose primary role includes teaching, scholarship, and service were included in the analysis, and all salaries are adjusted for a nine-month base salary. Please see the AAUP report for more details about these definitions.

The list of peer and aspirational institutions is determined at the Palmetto College level through a process performed by David Hunter. See Appendix A for a list of peer and aspirational institutions per campus and some explanation about the selection process of peer and aspirational institutions.

Faculty Salaries within Palmetto College

Table 1 lists the weighted average¹ for faculty salaries at each of the campuses in Palmetto College.

Table 1: Weighted average salary and count per campus with a weighted overall average.

Campus	Weighted Average Salary	Count
Extended University	\$49,325	7
USC Lancaster	\$53,692	30
USC Salkehatchie	\$51,114	14
USC Sumter	\$58,776	22
USC Union	\$50,766	6
Weighted Overall Average	\$54,042	79

By Rank

While Table 1 provides a snapshot that allows some comparison among campuses, the comparisons among campuses are not complete because Table 1 does not include faculty rank. Faculty rank influences comparisons among campuses as some campuses may have a higher proportion of full professors who have relatively higher salaries than other ranks while some campuses have a higher proportion of assistant professors. For this reason, Table 2 includes rank when comparing weighted average salaries among the campuses.

Table 2: Weighted average salary and count by rank per campus with a weighted overall average by rank.

Campus	Full Prof	Count	Assoc Prof	Count	Asst Prof	Count
Extended University	N/A	0	\$53,048	4	\$44,363	3
USC Lancaster	\$64,648	4	\$55,418	16	\$46,546	10

¹ In this report, weighted averages are calculated using the number of faculty per campus. In this report, non-weighted averages are calculated without using the number of faculty. Non-weighted averages are used when there is no information about the number of faculty.

USC Salkehatchie	\$60,152	1	\$54,072	7	\$46,157	6
USC Sumter	\$66,849	9	\$57,478	9	\$43,531	4
USC Union	N/A	0	\$60,387	1	\$48,842	5
Weighted Overall Average	\$65,742	14	\$55,543	37	\$46,208	28

Table 2 demonstrates the salary increase that accompanies tenure and promotion. That is, with tenure and promotion come a salary increase that differentiates the faculty ranks.

Compared with the 2012-2013 Faculty Salary Report data, most of the salary categories (e.g., full professor at USC Salkehatchie) have not increased or decreased. The 2012-2013 weighted average salary for full professor across campuses was \$66,800 (the data was rounded to the nearest 100) compared with \$65,700 for this year; the 2012-2013 weighted average salary for associate professor across campuses was \$55,700 compared with \$55,500 for this year; the 2012-2013 weighted average salary for assistant professor across campuses was \$46,200 compared with \$46,200 for this year. That is, in general faculty salaries have not changed since the 2012-2013 Faculty Salary Report. Without more data, the reason for static salaries is unclear.

The data in Table 2 indicate that there is a wide range of salaries among Palmetto College campuses when considering rank. For example, the range of weighted average salaries for full professor is \$6,697; for associate professor the range is \$7,339; for assistant professor the range is \$5,311. The salary differences among campuses for assistant and associate professors have increased since the 2012-2013 Faculty Salary Report in which the difference between the highest and lowest weighted average salary for associate professor was \$5,000 and the difference for assistant professor was \$2,800. Despite increased emphasis on salary equity in recent years, these salary differences among campuses have increased. However, the salary difference among campuses for full professors has decreased since the 2012-2013 Faculty Salary Report in which the difference between the highest and lowest weighted average salary for full professor was \$26,400 primarily due to one highly paid faculty member who also had administrative responsibilities at the time.

For reference purposes, per the CPI Inflation Calculator of the United States Bureau of Labor Statistics, cost of living has increased by 3.64% since 2013, and economic growth, measured as the increase of Gross Domestic Product in the US, was 1.68% in 2013, 2.37% in 2014, and 2.60% in 2015. That is, while faculty salaries have been static, inflation has not been 0%.

The ranges of individual salaries, when not averaged by campus, are greater than the range for average salaries. For example, the highest assistant professor salary is \$52,530 while the lowest

assistant professor salary is \$40,800 for a range of \$11,730; the highest associate professor salary is \$80,483 while the lowest associate professor salary is \$47,054 for a range of \$33,429; the highest full professor salary is \$78,214 while the lowest full professor salary is \$57,609 for a range of \$20, 605.

By Sex

With the information obtained for the report, the only other way to assess the data within Palmetto College was by sex (i.e., male or female). Table 3 reports weighted average faculty salary by sex, campus, and rank.

Table 3: Weighted average salary by sex, rank and campus with a weighted overall average by sex.

Campus	Full Professor		Associate Professor		Assistant Professor	
	Male	Female	Male	Female	Male	Female
Extended	N/A (0)*	N/A (0)	\$51,175 (1)	\$53,672 (3)	\$44,125 (1)	\$44,482 (2)
Lancaster	\$66,689 (2)	\$62,607 (2)	\$53,917 (9)	\$57,348 (7)	\$47,277 (4)	\$46,059 (6)
Salkehatchie	\$60,152 (1)	N/A (0)	\$54,027 (4)	\$54,133 (3)	\$46,157 (6)	N/A (0)
Sumter	\$67,562 (8)	\$61,15 (1)	\$59,434 (7)	\$50,633 (2)	\$42,563 (2)	\$44,500 (2)
Union	N/A (0)	N/A (0)	\$60,387 (1)	N/A (0)	N/A (0)	\$48,842 (5)
Weighted Overall Average	\$66,729 (11)	\$62,121 (3)	\$55,862 (22)	\$55,075 (15)	\$45,792 (13)	\$46,569 (15)

*Note: The number of faculty per box is indicated in parentheses.

More information is needed to fully assess the impact of sex on faculty salary. For example, there is no data concerning years employed, which is likely to influence salary, and would be helpful in determining the relationship between faculty salary, sex, and rank. Yet, a few tentative conclusions may be drawn. First, it appears that new employees are more likely to be female compared to long-time employees as the ratio of male to female employees is highest for full professor, equalizing for associate professor, and equal for assistant professor. Second, male professors have higher weighted average salaries across campuses than female professors at the full professor rank (by \$4,608) and associate professor rank (by \$787). At the assistant professor rank, female professors have a higher weighted average salary across campuses than male professors (by \$777).

The 2012-2013 Faculty Salary Report included data on the impact of sex on faculty salary. However, it is difficult to compare data in this report to the data in the 2012-2013 report

because the data in the 2012-2013 report did not include Extended University and the 2012-2013 report was unable to calculate weighted average salaries.

Comparison with Peer and Aspirational Institutions

With an understanding of faculty salary by rank, campus, and sex, we can proceed to assess how faculty salary within Palmetto College compares with faculty salaries at peer and aspirational institutions.

The list of peer and aspirational institutions is determined by administration at Palmetto College. In particular, David Hunter is responsible for determining and updating the list of peer and aspirational institutions. See Appendix A for a list of these institutions and details about the selection process. Peer institutions are institutions that are of similar size (in terms of full-time student enrollment [FTE]) and function (in that the campuses offer primarily two-year degrees) as a particular campus. Aspirational institutions are institutions that are slightly larger in terms of FTE and/or offer more baccalaureate and associate degree programs. The list of institutions was selected per campus. That is, one campus' peer institution may be another campus' aspirational institution. For this reason, when presenting the data in Table 4, some of the institutions are labeled as both peer and aspirational institutions.

Since the 2012-2013 Faculty Salary Report, the list of peer and aspirational institutions has been revised. Of note, the Penn St. University two-year campuses were removed from the list of peer or aspirational institutions. In the 2012-2013 Faculty Salary Report, this system had particularly high faculty salaries. Appendix A concerning the selection of these institutions notes that the Penn St. two-year system was not included because it offers primarily baccalaureate degrees. Yet, Appendix A also notes that a comparison with the Penn St. two-year system may be appropriate given the efforts of Palmetto College to offer increasingly more baccalaureate degrees.

While the list of peer and aspirational institutions includes community and technical colleges, these institutions were not included in this salary study (or the 2012-2013 salary study) because full-time tenure-track or tenured faculty for Palmetto College are asked to perform scholarship for tenure and promotion in contrast to many faculty at community and technical colleges who are not required to produce scholarship for tenure and promotion.

Table 4 shows salary data by rank for peer and aspirational institutions. Please note that Table 4 is divided so that institutions that are listed as peer for at least one campus appear on top, followed by a non-weighted average for these peer institutions. Non-weighted averages are used in Table 4 because the AAUP report contains no information about the number of faculty per rank per institution. Below peer institutions, Table 4 includes institutions that were listed as only aspirational institutions without being listed as a peer institution for any campus, followed

by a non-weighted average for these aspirational institutions. Below aspirational institutions, a non-weighted average that combines peer and aspirational institutions is calculated. Next in Table 4, the salary data for the Penn St. two-year system is included for the reasons described above. Following the data for the Penn St. two-year system, Table 4 includes the weighted average salary by rank for Palmetto College. Finally, institutions for which there was no faculty salary data in the AAUP report are listed last.

Table 4: Non-weighted average salary by rank for peer and aspirational institutions compared with weighted average salary by rank for Palmetto College.

Type	Institution	Full Prof	Assoc Prof	Asst Prof
Peer	New Mexico St. Carlsbad	64.1*	56.3	53.0
Peer	New Mexico St. Grants	N/A	51.0	50.1
Peer/Aspirational	Univ. of Wisconsin 2-year campuses	62.3	51.0	45.0
Peer/Aspirational	Ohio St. Mansfield	90.1	71.9	60.9
Non-Weighted Average for Peer Institutions		72.2	57.6	52.3
Aspirational	New Mexico St. Alamogordo	62.5	54.1	53.5
Aspirational	Bowling Green Firelands	N/A	71.6	53.0
Aspirational	Univ. of Akron Wayne College	86.2	68.1	52.1
Non-Weighted Average for Aspirational Institutions		74.4	64.6	52.9
Non-Weighted Average for All Institutions Above		73.0	60.6	52.5
Penn St. 2-Year Campuses		108.7	86.1	72.0
Weighted Average for Palmetto College		65.7	55.5	46.2
Aspirational	Eastern New Mexico Ruidoso	Salary Data Not Listed in AAUP Report		
Aspirational	Univ. of New Mexico Gallup			
Aspirational	Univ. of New Mexico Valencia County			
Aspirational	Univ. of New Mexico Los Alamos			
Aspirational	Univ. of New Mexico Taos			
Aspirational	Arkansas St. Mountain Home			

*Note: Data in \$1,000s. Data provided by AAUP report are reported in this way.

As can be seen in Table 4, faculty salaries by rank vary considerably between institutions, especially when considering the Penn St. two-year system. Also of note is that average Palmetto College salaries by rank are lower than the non-weighted average for peer and aspirational institutions by between \$7,300 and \$5,100 depending on rank. The difference between the average 2015-2016 full professor salary at peer and aspirational institutions and Palmetto College is less (\$7,300) than that same difference in the 2012-2013 Faculty Salary

Report (\$12,700). For associate professor, the difference in average salary decreased as well from \$7,100 in 2012-2013 to \$5,100 in 2015-2016. For assistant professor, the difference in average salary stayed exactly the same at \$6,300 in both 2012-2013 and 2015-2016. However, when considering that the 2012-2013 Faculty Salary Report included salary data from the Penn St. two-year system into the average for peer and aspirational institutions, larger salary differences at each rank in the 2012-2013 report would be expected since Penn St. salaries at each rank are and were significantly higher than at any other institution. When including Penn St. salaries into the 2015-2016 non-weighted average for peer and aspirational institutions, full professor salary would be \$79,000 for the 2015-2016 report which would make the difference between Palmetto College and peer and aspirational institutions for 2015-2016 be \$13,300. For associate professor salaries when including Penn St. in the 2015-2016 average, the difference would be \$8,300 between Palmetto College and peer and aspirational institutions. For assistant professor salaries when including Penn St. in the 2015-2016 average the difference would be \$8,800 between Palmetto College and peer and aspirational institutions. These differences at each rank for the 2015-2016 report when including Penn St. would be greater than the difference in salary reported in the 2012-2013 Faculty Salary Report (Full = \$12,700; associate = \$7,100; assistant = \$6,300) which included the Penn St. two-year system.

To provide another way to compare salary between Palmetto College and peer and aspirational institutions (not including the Penn St. two-year system):

- Professors make 90% of what their peer and aspirational counterparts make
- Associate professors make 92% of what their peer and aspirational counterparts make
- Assistant professors make 88% of what their peer and aspirational counterparts make

Or if you reverse the statistic, you could make the following statement. For every \$1.00 in salary earned by a faculty member at Palmetto College, on average (not including the Penn St. two-year system):

- Professors at peer and aspirational institutions earn \$1.11
- Associate professors at peer and aspirational institutions earn \$1.09
- Assistant professors at peer and aspirational institutions earn \$1.14

The data provided in this report suggest that faculty salaries are lower at Palmetto College than at peer and aspirational institutions. The data also suggests that compared with the 2012-2013 Faculty Salary Report, faculty salaries are closer to, though still below, the salaries at peer and aspirational institutions as defined in the 2015-2016 report. However, when considering that the Penn St. two-year system was included in the 2012-2013 report as a peer institution but not in the 2015-2016 report, faculty salaries at Palmetto College have not increased compared with faculty salaries at peer and aspirational institutions. Thus, the same conclusion can be reached in this report as was reached in the 2012-2013 report: we have much room for improvement.

Furthermore, we can tentatively conclude that even though the 2012-2013 report indicated a need for improvement, since the 2012-2013 report, no improvement in comparative faculty salaries has happened.

Comparison with All U.S. Two-Year Public Institutions

In the preceding section, Palmetto College salaries were compared with peer and aspirational institutions. In this section Palmetto College salaries are compared with all U.S. two-year public institutions. See Table 5 for this comparison. Data for U.S. two-year public institutions was obtained from the 2015-2016 AAUP report.

Table 5: Weighted Average Palmetto College Salary by Rank Compared with Non-Weighted Average U.S. Two-Year Public Institution Salary

Type	Full Professor	Associate Professor	Assistant Professor
Non-Weighted Average All U.S. Two-Year Public Institutions	\$81,270	\$67,989	\$58,221
Weighted Average for Palmetto College	\$65,742	\$55,543	\$46,208
Difference	\$15,528	\$12,446	\$12,013

As can be seen in Table 5, when comparing Palmetto College salaries with all U.S. two-year public institutions by rank, Palmetto College salaries are substantially lower. This data suggests that salary data from peer and aspirational institutions are reflective of salaries for primarily two-year institutions across the country. Thus, the same conclusion can be drawn: we have much room for improvement.

Cost of Living Comparison

The Cost of Living Index (COLI) numbers were obtained from coli.org which is a website recommended by the Bureau of Labor Statistics and collects cost of living data from local municipalities. Table 6 begins with the institution name and location and shows the cost of living for each of the campuses for which salary data was available. For campuses in communities where cost of living data was unavailable, the table also shows a comparison city which is the nearest city for which a COLI number was available. For example, New Mexico St. Grants is located in Grants, NM, but there is not a COLI number for Grants, NM. The nearest city for which there is a COLI number is Albuquerque, NM, so the COLI number for Albuquerque is reported for Grants, NM. In general, the comparison city was less than an hour and half away from the location of the institution. The University of Wisconsin and Penn St. two-year campuses are spread throughout the respective states, and there is no salary data for individual

campuses. For these institutions, three cities per state that were near the majority of campuses and had COLI numbers were selected for comparison (see Table 6).

Table 6: Cost of Living Index (COLI) for Cities near Institutions with a Comparison to the Cost of Living in Columbia, SC.

Institution	Location	Comparison City	Composite Cost of Living Index (COLI; 100 = National Average)	Comparison with COLI in Columbia SC
Palmetto College Campuses		Columbia, SC	95.1	100.0%
New Mexico St. Carlsbad	Carlsbad, NM	Carlsbad, NM	89.7	94.3%
New Mexico St. Grants	Grants, NM	Albuquerque, NM Within 1.5 hours	95.5	100.4%
Univ. of Wisconsin 2-year campuses	All over Wisconsin	Madison, WI	104.9	110.3%
		Milwaukee, WI	100.1	105.3%
		Green Bay, WI	94.0	98.8%
Ohio St. Mansfield	Mansfield, OH	Cleveland, OH Within 1.5 hours	100.7	105.9%
New Mexico St. Alamogordo	Alamogordo, NM	Las Cruces, NM Within 1.5 hours	97.1	102.1%
Bowling Green Firelands	Huron, OH	Cleveland, OH Within 1 hour	100.7	105.9%
Univ. of Akron Wayne College	Orrville, OH	Cleveland, OH Within 1 hour	100.7	105.9%
Penn St. 2-Year Campuses	All of over Penn	Philadelphia, PA	119.0	125.1%
		Allentown, PA	106.9	112.4%
		Pittsburgh, PA	97.2	102.2%

As can be seen in Table 6, only Carlsbad, NM and Green Bay, WI have a lower cost of living (i.e., below 100% in the far right column) than Columbia, SC.

Table 7 compares salary while adjusting for cost of living. The columns for salary comparison with Palmetto College are broken down by full, associate, and assistant professor. These columns indicate what percentage of salary faculty at a respective institution make compared with faculty of equal rank at Palmetto College. For example, on average a full professor at New Mexico St. Carlsbad makes 97.5% of what a full professor at Palmetto College makes while an associate professor makes 101.4% and an assistant professor makes 114.7%. The column for

comparison with COLI in Columbia is taken from the column in Table 6 with the same title and represents the cost of living compared with the cost of living in Columbia, SC. The columns for salary comparison adjusted for cost of living compares faculty salaries by rank while adjusting for the difference in cost of living. This adjustment was calculated by dividing the salary percentage for full, associate, and assistant professors by the comparative cost of living.

Table 7. Salary Comparison Adjusted for Cost of Living.

Institution	Comparison City	Salary Comparison with Palmetto College Salary			Comparison with COLI in Columbia SC	Salary Comparison Adjusted for Cost of Living		
		Full	Assoc.	Asst.		Full	Assoc.	Asst.
New Mexico St. Carlsbad	Carlsbad, NM	97.5%	101.4%	114.7%	94.3%	103.4%	107.5%	121.6%
New Mexico St. Grants	Albuquerque, NM	N/A	91.8%	108.4%	100.4%	N/A	91.5%	108.0%
Univ. of Wisconsin 2-year campuses	Madison, WI	94.8%	91.8%	97.4%	110.3%	58.9%	83.2%	88.3%
	Milwaukee, WI	94.8%	91.8%	97.4%	105.3%	90.0%	87.2%	92.5%
	Green Bay, WI	94.8%	91.8%	97.4%	98.8%	95.9%	92.9%	98.6%
Ohio St. Mansfield	Cleveland, OH	137.1%	129.5%	131.8%	105.9%	129.4%	122.2%	124.5%
New Mexico St. Alamogordo	Las Cruces, NM	95.1%	97.4%	115.8%	102.1%	93.1%	95.4%	113.4%
Bowling Green Firelands	Cleveland, OH	128.9%	128.9%	114.7%	105.9%	N/A	121.7%	108.3%
Univ. of Akron Wayne College	Cleveland, OH	122.6%	122.6%	112.8%	105.9%	123.8%	115.8%	106.5%
Average		106.4%	105.2%	110.0%	—	103.1%	101.9%	106.8%
Penn St. 2-Year Campuses	Philadelphia, PA	165.3%	155.0%	155.8%	125.1%	132.2%	123.9%	124.6%
	Allentown, PA	165.3%	155.0%	155.8%	112.4%	147.1%	137.9%	138.6%
	Pittsburgh, PA	165.3%	155.0%	155.8%	102.2%	161.8%	151.7%	152.5%

Table 7 shows that on average (not including the Penn St. two-year system), full professors at peer and aspirational institutions make 3% more than full professors at Palmetto College

adjusted for cost of living. Associate professors at peer and aspirational institutions make 2% more than associate professors at Palmetto College adjusted for cost of living. Assistant professors at peer and aspirational institutions make 7% more than assistant professors at Palmetto College adjusted for cost of living. Only professors teaching in the University of Wisconsin two-year system consistently make less across the ranks compared with Palmetto College when adjusted for cost of living.

A comparison with the 2012-2013 Faculty Salary Report for cost of living is not possible because the 2012-2013 report did not provide details about cost of living except to say that cost of living in Columbia, SC was “substantially lower” than in most of the communities connected with peer and aspirational institutions.

Summary and Recommendations

In summary, Palmetto College salaries are substantially lower than salaries at peer and aspirational institutions as well as two-year public institutions. Furthermore, the salary gap between Palmetto College and peer/aspirational institutions has not decreased since the 2012-2013 report. In addition, when adjusting for cost of living, Palmetto College salaries are lower than salaries at peer and aspirational institutions. The Faculty Welfare Committee of the Palmetto College Faculty Senate recommends the following to address salary equity within the Palmetto College system:

- Whereas, Palmetto College faculty salary has routinely lagged behind that of faculty at institutions identified as our peers by the Chancellor’s office; and
- Whereas, Faculty have repeatedly identified low salary as one source of lower job satisfaction and a motivation for pursuing employment elsewhere; now, therefore, be it
- Resolved, That the Palmetto College Campuses Senate urges the PCCFS Chair deliver this resolution to the Palmetto College Chancellor and campus deans and urge the Chancellor and deans to commit to raising faculty salary until average Palmetto College faculty salary, by rank, is equal to the average salary, by rank, at out peer institutions by the beginning of the 2018 school year; let it also be
- Resolved, That the Palmetto College Campuses Senate urges the Palmetto College and campus-specific administrations to commit to additional ways of increasing salary equity and faculty satisfaction such as: 1) greater flexibility in work schedules; 2) decrease in faculty teaching load and/or contact hours where appropriate/feasible; 3) adjustment to the calculation of science faculty contact hours so that they are more in line with non-science faculty contact hours; 4) tuition assistance for members of faculty families ; let it also be

- Resolved, That the Palmetto College Campuses Senate requests the Palmetto College and campus-specific administrations to provide, in writing to the senate, details of current campus-specific policies, procedures, and processes for requesting and obtaining a salary increase by the Palmetto College Campuses Faculty Senate meeting immediately following the meeting in which this resolution is approved by the Senate; let it also be
- Resolved, That the Palmetto College Campuses Senate urges the Palmetto College Campuses Faculty Senate Welfare Committee to inform faculty across Palmetto College Campuses about salary-related issues via the dissemination of information such as: 1) the current policy on salary increases; 2) information related to cost of living compared with where peer institutions are located; 3) potential methods and techniques for requesting salary increases

Appendix A: List of Peer and Aspirational Institutions, prepared by David Hunter.

Below you will find the most refined list possible, based on a number of limiting factors that will be explained following each campus' listing

USC Lancaster

Current:

New Mexico St. Carlsbad

UW Fox Valley

S.C Tech. College counterpart:

York Tech

Aspirational:

New Mexico St. Alamogordo

Univ. of New Mexico Gallup

Univ. of New Mexico Valencia County

Bowling Green Firelands

UW Waukesha

USC Salkehatchie

Current:

New Mexico St. Grants

Ohio St. Mansfield

UW Marathon County

S.C Technical College counterpart:

Denmark Tech

Aspirational:

Univ. of New Mexico Taos

USC Sumter

Current:

New Mexico St. Grants

UW Washington County

S.C Tech. College counterpart:

Central Carolina

Aspirational:

Ark. St. Mountain Home

Ohio St. Mansfield

UW Rock County

USC Union

Current:

Univ. of New Mexico Los Alamos

UW Baraboo/Sauk

UW Fond du Lac

UW Marshfield/Wood County

UW Richland

S.C Technical College counterpart:

Piedmont Tech

Univ. of Akron Wayne College

Aspirational:

Eastern New Mexico Ruidoso

UW Sheboygan

Notes: (in no order of importance as all variables are important)

- IPEDS Navigator was used with the following criteria: State; Level of Award = Associates; Institutional Type = 1. Public, 2 year, 4 year. This generated the state list and from here the following was examined: Carnegie Classification = Associates –Public 2 year colleges under 4-year universities strongly preferred and deviated from selectively); enrollment (fall 2014)/size (including faculty size); campus setting; whether housing existed on campus; and what I label as program mix which is the number of graduates in 2013-2014 – here the focus was on Associate Liberal Arts/Sciences degrees awarded as a proportion of all degrees awarded.
- I began my search using the automatically generated list of 48 peer that is created when you select one of the Palmetto College Campuses for review.
- I viewed the above criteria for all 48 and then expanded my search to review every state in the U.S. Doing so added campuses from the Eastern New Mexico St and Ohio St.
- From this point, there was not one single eliminating variable as I felt an institution and its flagship campus needed to be viewed holistically. Arguably, doing so interjects subjectivity into the process, but what I discovered confirmed, to me, just how unique we tend to be in this state with our separate branch campus and technical college systems. The most obvious challenge this presented is finding peers who seemed to emphasize the general AA/AS program of study/degree much as we do. That is why you see so many UW campuses on this list.
- Limiting the campus degrees to the associate level only presented a significant challenge and represents one of the reasons Penn St. campuses, long time considered as peers by us, do not appear as these campuses, in addition to awarding associate degrees, carry a different Carnegie Classification (that “leads” with Baccalaureate Colleges followed by some other distinction such as Arts & Sciences or Associate’s) and award baccalaureate degrees as well as associate degrees. If the above list is deemed too limiting, allowing for the consideration of these dual degree granting institutions would expand our list. Doing so, I offer, would recognize the considerable “on-the-ground efforts our campuses exert in providing the BOL and BLS degrees.
- A campus from another institution could be listed as a current peer for one of our campuses and an aspirational peer for another. This is primarily a function of size.
- Institutional size (enrollments) presented a significant challenge once the Carnegie Classification limitation was considered as we tend to trend small in comparison to other system institutions (which makes sense when you consider we don’t, with the exception of Lancaster, have a “tech side”).
- Speaking of Lancaster and their “tech side,” both this program mix and their size made it pretty easy to find aspirational peers. I generated a larger list than I reported (I eliminated pretty much on size) and can expand the list further if consideration of rather significantly larger institutions than Lancaster is now are deemed prudent to consider.
- I included LSU Eunice as an aspirational peer for Lancaster even though it is considerably bigger (2738) in part because LSU is a southern institution and a sister SEC institution. As in my prior

peer comparison work, I eliminated any institution that contained Technical, Community College, and/or Agricultural in its name.

- Other “cautions:” in the case of the Eastern New Mexico and Arkansas St campuses, I used Mountain Home and Ruidoso, respectively, even though their flagship campuses carry the Carnegie Classification of “Masters Colleges and Universities” which is a few steps “below” the classification of USC which is Research Universities very high research activity). The rest of the flagships are either the same as us or one step “down” – RU – high research activity.
- Note that USC Sumter was a challenge in terms of faculty mix in that most institutions their size have fewer fulltime faculty. Therefore, this made it a challenge to pick aspirational peers as USC Sumter in many cases already succeeded the number of FT faculty at larger institutions.
- The S.C. Technical college associated with each Palmetto College campus was chosen based on its geographic proximity to its respective USC campus.
- Ohio University was left off the list based on a careful reading of their general AA/AS degree notation that describes the degrees as being delivered online only.
- As mentioned previously, most other system campuses have a tech side that made examination of the emphasis on the general AA/AS a challenge. That said, some of this program mix of associate degrees is in 1. “Liberal arts” fields such as psychology and social sciences as well as 2. “terminal” programs such as business, “security” (including Criminal Justice), Education, and Health Professions that we either offer at Lancaster or offer or are considering as additions to our online programs. Just wanted you to know this if we need to consider expanding the above list.
- The Univ. Of Iconic Colleges information comes from the Colleges web site as opposed to IPEDS because the Colleges are listed as one entity in IDEDS. Because the web site was well designed, I feel comfortable with the consistency of what I reported, but do know that it is not IPEDS info.
- Speaking of web sites, I have not vetted these institutions at the micro level, including the all-important faculty structure. This is a function of both time and the fact that this a draft to be refined before additional work is pursued.

Appendix B: Definitions used to determine salary in the *Association for American University Professors 2015-2016 salary report.*

Faculty. *Full-time faculty* is defined as the unduplicated combined total of “Primarily Instructional” and “Instructional/Research/Public Service,” excluding clinical or basic science faculty, medical faculty in schools of medicine, and military faculty, regardless of whether they are formally designated “faculty.” *Primarily Instructional* is an occupational category used to classify persons whose specific assignments customarily are made for the purpose of providing instruction or teaching, regardless of their title, academic rank, or tenure status. *Instructional/Research/Public Service* is an occupational category used to classify persons for whom it is not possible to differentiate between instruction or teaching, research, and public service because each of these functions is an integral component of their regular assignments, regardless of their title, academic rank, or tenure status. Full-time faculty members on sabbatical leave with pay are counted at their regular salaries even though they may be receiving a reduced salary while on leave. Full-time replacements for those on leave with pay are not counted if they are full time. Replacement faculty for those on sabbatical or leave with pay are counted if they are part time. All faculty members who have contracts for the full academic year are included, regardless of whether their status is considered “permanent.” Institutions are asked to exclude (a) full-time faculty on sabbatical or leave without pay; (b) full-time faculty members whose services are valued by bookkeeping entries rather than by full cash transactions unless their salaries are determined by the same principles as those who do not donate their services; (c) full-time faculty members who are in military organizations and are paid on a different scale from civilian employees; (d) administrative officers with titles such as dean of instruction, academic dean, associate or assistant dean, librarian, registrar, coach, or the like, even though they may devote part of their time to instruction, unless their instructional salary is separately budgeted or can be isolated; and (e) research faculty whose appointments have no instructional component.

Lecturer is defined as the unduplicated combined total of “Primarily Instructional” and “Instructional/Research/Public Service,” excluding clinical or basic science faculty, medical faculty in schools of medicine, and military faculty, regardless of whether they are formally designated as “faculty” who have titles such as “lecturer” or “visiting lecturer.” For institutions that do not use the title “lecturer” at all, respondents are instructed not to report faculty under the category of “lecturer.”

No Rank is defined as the unduplicated combined total of “Primarily Instructional” and “Instructional/Research/Public Service,” excluding clinical or basic science faculty, medical

faculty in schools of medicine, and military faculty, regardless of whether they are formally designated as “faculty” who have titles such as “artist in residence” or “scholar in residence.” For institutions that do not use faculty rank at all, respondents are instructed to report faculty under the category of “no rank.”

Part-time faculty is defined as the unduplicated combined total of “Primarily Instructional” and “Instructional/Research/Public Service” faculty who are less than full time (employed for fewer than thirty hours per week on average), excluding clinical or basic science faculty, medical faculty in schools of medicine, and military faculty, regardless of whether they are formally designated “faculty.” Part-time faculty exclude casual employees, which are those hired on an ad hoc or occasional basis to meet short-term needs such as students in a college work-study program or faculty members who replace full- or part-time faculty on an interim basis.

Graduate teaching assistant is defined as the unduplicated combined total of individuals enrolled in a graduate school program who assist faculty or other instructional staff by performing teaching or teaching-related duties, such as teaching lower-level courses, developing teaching materials, preparing and giving examinations, and grading examinations or papers. Graduate teaching assistants include those individuals who are (a) the instructor of record for an organized class section, (b) the instructor of record for a laboratory section or individualized instruction section, (c) assisting faculty who are not the instructor of record, and (d) “floating” graduate teaching assistants who have a role that primarily supports instruction but is not directly associated with one section or faculty member.

Salary. This figure represents the contracted salary excluding summer teaching, stipends, extra load, or other forms of remuneration. Department heads with faculty rank and no other administrative title are reported at their instructional salary (that is, excluding administrative stipends). Where faculty members are given duties for eleven or twelve months, salary is converted to a standard academic-year basis by applying a factor of 9/11 (81.8 percent) or by the institution’s own factor, reflected in a footnote to the appendix tables of this report located at <http://www.aaup.org/ares>.

Benefits. This figure represents the institution (or state) contribution on behalf of the individual faculty member; the amount does not include the employee contribution. The major benefits include (a) retirement contribution, regardless of the plan’s vesting provision; (b) medical insurance; (c) disability income protection; (d) tuition for faculty dependents (both waivers and remissions are included); (e) dental insurance; (f) social security (FICA); (g) unemployment insurance; (h) group life insurance; (i) workers’ compensation premiums; and (j) other benefits with cash alternatives (for the most part,

these include benefits such as moving expenses, housing, and cafeteria plans or cash options to certain benefits).

Compensation. Compensation represents salary plus institutional contribution to benefits. It is best viewed as an approximate “cost” figure for the institution, rather than an amount received by the faculty member.

Institutional Control. Control of an institution refers to whether an institution of higher education is operated by publicly elected or appointed officials (public) or privately elected or appointed officials and whether institutions derive major source of funding from private sources. Institutional Control: PU=Public; PI=Private-Independent; PP=Private For-Profit; PR=Private-Religiously Affiliated.

Institutional Categories. *Category I (Doctoral).* Institutions characterized by a significant level and breadth of activity in doctoral-level education as measured by the number of doctorate recipients and the diversity in doctoral-level program offerings. Institutions in this category grant a minimum of thirty doctoral-level degrees annually, from at least three distinct programs. (Awards previously categorized as first-professional degrees, such as the JD, MD, and DD, do not count as doctorates for this classification. Awards in the new category of “doctor’s degree–professional practice” are reviewed on a case-by-case basis.)

Category IIA (Master’s). Institutions characterized by diverse postbaccalaureate programs (including first professional) but not engaged in significant doctoral-level education. Institutions in this category grant a minimum of fifty postbaccalaureate degrees annually, from at least three distinct programs. Awards of postbaccalaureate certificates are reviewed on a case-by-case basis.

Category IIB (Baccalaureate). Institutions characterized by their primary emphasis on undergraduate baccalaureate-level education. Institutions in this category grant a minimum of fifty bachelor’s degrees annually, from at least three distinct programs, and bachelor’s and higher degrees make up at least 50 percent of total degrees awarded.

Category III (Associate’s with Academic Ranks). Institutions characterized by a significant emphasis on undergraduate associate’s degree education. Institutions in this category grant a minimum of fifty associate’s degrees annually. Associate’s degrees make up at least 50 percent, and bachelor’s and higher degrees make up less than 50 percent, of total degrees and certificates awarded.

Category IV (Associate’s without Academic Ranks). Institutions characterized by the criteria for category III but without standard academic ranks. An institution that refers to all faculty members as “instructors” or “professors” but does not distinguish among them on the basis

of standard ranks should be included in this category. However, if an institution utilizes another ranking scheme that is analogous to the standard ranks, it can be included in category I, II, or III as appropriate.

Definition of Data Presented in Appendices I and II. Academic Ranks: PR=Professor; AO=Associate Professor; AI=Assistant Professor; IN=Instructor; LE=Lecturer; NR=No Rank; AR=All Ranks. All institutions that do not assign professorial ranks are listed in appendix II. The appendices are published online at <http://www.aaup.org/ares>.

Col. (1) Institutional Category—The definition of categories is given above.

Col. (2) Institutional Control—The definition of control is given above.

Col. (3) Average Salary by Rank and for All Ranks Combined—This figure has been rounded to the nearest hundred. “All Ranks Combined” includes the rank of lecturer and the category of “No Rank.” Salary and compensation averages are replaced by dashes (---) when the number of individuals in a given rank is fewer than three.

Col. (4) Average Compensation by Rank and for All Ranks Combined—Same definition as that given for Col. (3) but for compensation.

Col. (5) Benefits as a Percent of Average Salary—Total benefits as a percent of average salary for all ranks combined.

Col. (6) Percent of Faculty with Tenure—This figure represents the percent of faculty members tenured within a given rank. A zero indicates tenured faculty are less than 0.5 percent of that rank.

Col. (7) Percentage Increase in Salary for Continuing Faculty—The percentage increase in salary for faculty members remaining at the institution in 2015–16 from the previous year. This represents the average increase for individuals as opposed to a percentage change in average salary levels.

Col. (8) Number of Faculty Members by Rank and Gender—This number represents the total number of full-time (FT) faculty members in a given rank.

Col. (9) Average Salary by Rank and by Gender—See the definition for Col. (3).

Institutional Footnotes. Institutional Footnote numbers are given in the appendix tables between the name of the institution and its category. The footnotes for both appendix I (institutions with academic ranks) and appendix II (institutions without ranks) are available at <http://www.aaup.org/ares>. Footnotes identify specific professional schools or programs (law, dentistry, nursing, engineering, or business) included in the faculty salary and

compensation tabulations for each institution. Respondents were asked to self-identify their schools or programs, based on the type of institution, as follows: for a university, they were to include only those organized as separate schools, colleges, or divisions; for smaller institutions, they were to identify programs that are degree granting and employ a substantial number of faculty. Medical school faculty members are excluded from the tabulations.

Institutions seeking peer compensation reports, complete datasets, or data on ratings of average salary or compensation, other tables, or any additional inquiries concerning the data in this report should contact the AAUP Research Office, 1133 Nineteenth Street NW, Suite 200, Washington, DC 20036. Telephone: 202-737-5900 x3627. E-mail: aaupfcs@aaup.org.

Salary Inequity Resolution

Whereas, Palmetto College full-time instructor and tenure-track/tenured faculty salary has routinely lagged behind that of full-time instructor and tenure-track/tenured faculty at institutions identified as our peers by the Chancellor's office; and

Whereas, Full-time instructor and tenure-track/tenured faculty have repeatedly identified low salary as one source of lower job satisfaction and a motivation for pursuing employment elsewhere; now, therefore, be it

Resolved, That the Palmetto College Campuses Senate urges the PCCFS Chair to deliver this resolution to the Palmetto College Chancellor and campus deans and to urge the Chancellor and deans to commit to raising full-time instructor and tenure-track/tenured faculty salary until average Palmetto College faculty salary, by rank, is equal to the average salary, by rank, at our peer institutions by the beginning of the 2018 school year; let it also be

Resolved, That the Palmetto College Campuses Senate urges the Palmetto College and campus-specific administrations to commit to additional ways of increasing salary equity and full-time instructor and tenure-track/tenured faculty satisfaction such as: 1) greater flexibility in work schedules; 2) decrease in faculty teaching load and/or contact hours where appropriate/feasible; 3) adjustment to the calculation of science faculty contact hours so that they are more in line with non-science faculty contact hours; 4) tuition assistance for members of faculty families; let it also be

Resolved, That the Palmetto College Campuses Senate requests the Palmetto College and campus-specific administrations to provide, in writing to the senate, details of current campus-specific policies, procedures, and processes for requesting and obtaining a salary increase by the Palmetto College Campuses Faculty Senate meeting immediately following the meeting in which this resolution is approved by the Senate; let it also be

Resolved, That the Palmetto College Campuses Senate urges the Palmetto College Campuses Faculty Senate Welfare Committee to inform faculty across Palmetto College Campuses about salary-related issues via the dissemination of information such as: 1) the current policy on salary increases; 2) information related to cost of living compared with where peer/aspirational institutions are located; 3) potential methods and techniques for requesting salary increases