Winthrop University – Faculty Conference

Friday, February 24, 2023   2:00pm
Whitten Auditorium

https://winthrop-edu.zoom.us/j/85826963152

Agenda

I.   Minutes from November 18, 2022 meeting

II.   Remarks from Acting Chair, Dr. Alice McLaine

    a. Academic Council Report

III.   Remarks from President, Dr. Edward Serna

    a. Strategic Planning Process, Berkley Research Group
    b. Gray Associates Up-date
    c. Financial Up-date, Vice President Justin Oates

IV.   Remarks from Provost and Executive Vice President for Academic Affairs, Dr. Peter Judge

V.   Report from FCUP Chair, Dr. Amanda Hiner

VI.   Remarks from the Registrar, Gina Jones

VII.   IT Up-dates, Patrice Bruneau

VIII.   Unfinished Business

IX.   New Business

X.   Announcements

    a. Out of the Darkness Campus Walk, Dr. Gretchen Baldwin
    b. Open Educational Resources, Dr. Cody Walters
    c. Ombuds Office Reminder, Jackie Concodora

XI.   Adjournments

Faculty Conference Minutes 02/24/2023

(Minutes prepared by Hope Lima, Asst. Professor of Human Nutrition)
--Meeting called to order at 2:01 PM
--We do not have a quorum at 98 faculty conference attendees; quorum was reached with 97 in
attendance. A vote was taken to do business in the absence of a quorum.

I. **Announcement of Alice as acting chair of faculty conference**
   a. We do anticipate that the April meeting will be in person with no online option in Plowden
II. **Approval of minutes from November 18, 2022 meeting**
   a. Dr. Wildman was changed to Professor Wildman
   b. Minutes as otherwise taken were approved
III. **Remarks from Acting Chair (Dr. Alice McLaine)**
   a. Movement Conference
      i. Encouragement to participate in the Movement Conference
      ii. Apologies for the conflict between the faculty conference date and the movement conference date
   b. Update on Jennifer Jordan
      i. Continuing treatment and had an additional surgery
   c. Board of Trustees
      i. Retreat Feb 17-18th, not a lot of business
      ii. Did not include any of the liaisons to the board
      iii. There was a report submitted as a liaison
      iv. Executive committee meets on April 14th and full board meeting happens after our next faculty conference
   d. Provost Search Process
      i. Search screening committee is in process and working hard
      ii. Current goal is to narrow the broader pool to a reasonable size and then conducting zoom interviews of the smaller pool
      iii. Goal to invite 3-4 individuals to campus
      iv. Submission of names from the Deans of names of faculty to attend the on campus visits
         1. Goal of diversity of faculty voices in the selection of the Provost
         2. Want to have groups that were small enough to have good conversations
         3. Will likely have two different faculty groups asking the same set of questions
         4. Would like to form the questions before spring break
      v. Strategic Planning Representative
         1. President Serna will speak more to the process in a few minutes
         2. Need faculty representation early on in the process
            a. Faculty Conference Chair would be a likely included individual, but Alice has a lot on her plate right now and so will be reaching out to individuals to be involved in this process
      vi. Faculty Conference Elections
         1. Faculty Conference Chair – 2 year term
            a. Will have the ability to present at the April 21st meeting

2. Academic Conduct – 2 year term
3. Academic Council – 3 year term
4. Academic Freedom, Tenure, and Promotion – 3 year term
5. DSU Advisory Board – 3 year term
6. Faculty Personnel – 3 year term
7. Please think about nominees for these faculty conference roles

e. Academic Council Report
   i. There is nothing that needs voting from Academic Council today
   ii. General education revisions are on hold right now, these will be impacted in the new general education director
   iii. There is a document on the records and registration website that shows what different curriculum action get voted on at which level by which body.

f. Questions for Faculty Conference Chair?
   i. Gregory Oakes – with respect to Gen Ed, there are a number of processes that are waiting on that, including transfer pathways. Wanted to mention that this is being held up by the stall in Gen Ed.

IV. **Remarks from President (Dr. Edward Serna)**
   a. Strategic Planning Process, Berkley Research Group
      i. We are starting to make process on this. We have contracted with BRG to implement the results based on the analysis of Grey and Associates
      ii. Timeline was that by the middle of the fall semester there will be a strategic plan
         1. There will be no announcements while faculty are off contract during the summer
      iii. Gary Simrill will chair the steering committee
         1. BRG will be defining what a steering committee is/what their scope of work will be
         2. There will be 10 members on the committee including representative from faculty and staff conferences, some of the vice presidents and associate VPs
      iv. BRG will be meeting with constituents across campus
         1. Will take 1-1 meeting with anyone who would like to have one
      v. BRG owes President Serna a detailed project plan
      vi. There will be opportunity for faculty and staff to be engaged
         1. Question from Greg Oakes – when will the opportunities for faculty and staff to be involved take place?
            a. This will happen within weeks of now through the end of the semester

   b. Gray Associates Up-date
      i. Phase 1 complete – loaded Winthrops data into Gray's tool which allows analysis
      ii. There will be a day long workshop for deans and senior leaders and they will continue to provide technical assistance
      iii. Gray associates has not made recommendations and instead are teaching Winthrop's leadership to use the tool to inform future decisions
      iv. Will use the data to achieve more efficiencies in academic work
      v. Looking to bring them back to do a full day workshop to introduce to department chairs

      vi.   Will continue to work with Gray Associates to update our data for FY23, FY24, and FY25

c.   Provost Judge to add to Gray Associates updates
      i.   Confirm what President Serna said and is looking forward to working with department chairs as things move forward

d.   Financial Up-date, Vice President Justin Oates
      i.   Gray Associates is not making recommendations, they are teaching people at Winthrop to use the technology to make decisions
      ii.   Will continue as a group (Serna, Oates, and Judge as well as other senior leadership) to use the technology as a tool
      iii.   Tool is instructional analytics – revenue generated from the tuition that the instruction is providing
          1.   Overall, revenue has been going down
          2.   Instructional cost has stayed similar
          3.   Contribution is going down because revenue is going down and instruction is staying flat
          4.   Can focus down on year, semester, college, department, programs, etc.
      iv.   Data table can also be created with the filters available
      v.   Provides graphs – ex. Workload
      vi.   Question from Greg Oakes – can you talk about correcting data as it is used; what does this involve? What data do we use to correct this data? Specifically with reference to faculty load.
          1.   When you use it you clean it, for example – they take an instructional cost and then correct for any errors
          2.   Tim Drueke helped to answer – one of the difficulties is when the credit hours are not matching the workload. Now that the data is back, they have thought of other questions to ask – and they will be updating this over the next year; for example – large number of credit hours to supervise single students when in reality it is not a large part of their load
          3.   Justin Oates – they are looking to integrating this into banner so that workloads can be tracked going forward
      vii.   Chat question from RW – how can faculty access this tool, or can faculty access it?
          1.   Right now they are rolling it out slowly because they are just learning how to use it
          2.   Right now they are working on some dashboards to provide information to the chairs – plan to wait until after the second workshop to roll out
      viii.   Question from Giancarlo Anselmo – how does the algorithm account for the fact that COVID occurred during a large part of this data
          1.   This is why individuals are having to look through the data before making any decisions
          2.   The interpretation is the part that falls for interpretation
          3.   We want faculty to also be making suggestions based on the data
      ix.   Question from Jennifer Disney – thank you to the President for faculty and staff engagement as well as not rolling anything out during the summer. When we look at the data we may see things that aren't right – will this process of cleaning the data be an iterative process?

1. This is definitely an iterative process
2. President Serna also states that this will be a transparent and iterative process.

   x. Question from Elke Schnieder – will you reach out to get clarification on any strange data specifically to the instructors?
1. Yes

 xi. Question from Heman P - Are there specific benchmarks that programs will need to meet?
1. There may be different approaches that deans/department chairs will use that will work for them, they are still working on this approach
2. This will be a collaborative process with the deans and department chairs
3. Peter Judge gave an example with searches that were requested this year and they were hesitant to approve, they used this data to get to a place where they felt more confident and are now doing 17 searches

 xii. Question from Frank Pullano – Can think of instances where a lot of time and effort has been spent on projects and then cut off after proposals to the board. What guarantee do we have that this work will pay off with the board.
1. President Serna does not know that he can give a guarantee
    a. This model has shown some success even with a deficit – President Serna will continue to push forward

 xiii. Question from Nick Grossomhe – feels that the information that has been shown could have been generated by the individuals – what purpose does this serve beyond what you have shown?
1. Justin Oates does not think that we could have done this ourselves
2. This tool does provide looks at the 42 peers in the tool

 xiv. Comment from Jason Tselentis – he is super appreciative of all of this even if we could done it ourselves, because we are all busy. Also thankful for transparency and inclusion in the process

 xv. Question from Hemant P – what else does this tool do?
1. They have not seen the predictive side of the tool
2. It does prove class sizes, DFW rates, Faculty/adjunct cost, does comparisons within the institutions

 xvi. President Serna – we will be bringing Gray and Associates back to do a market assessment for us to look at current areas as well as programs that we don't have and make recommendations on new programs and what possible sizes of those programs would be.
1. Competency based education – moving full steam ahead. Feel this can be a big opportunity for Winthrop. Given proximity to Charlotte and our state, feel that if we can offer through CBE model that it would be great for Winthrop
    a. Feel that this would be something we can scale and will be revenue generating
2. Question from Michael Matthews – will these be separate model or will current programs have to change to this model?
    a. Likely separate, exact programs will be decided and developed by faculty

 xvii. Update on the current financial situation

1. FY23 -6.1% for spring retention – best fall to spring retention of freshman since 2017
2. Self generating revenue funds are ahead of where they were budgeted
3. Expenses we are at 62.2% of budget at this time vs. 60.4% of expenses last year
    a. Scholarships is where we are spending a bit ahead of where we expected
4. Having second quarter meetings right now to make sure we continue to make numbers through FY23
5. FY24 excited about the plan, will be a data driven plan. Will not be the target based approach and will create a budget working committee with representatives from across campus
6. Question – Michael Matthews – how much money was from the Cares money?
    a. We are done with Cares money, some is allocated to classroom technology
    b. Deficit coming into this year was 6.8 million, filled by using University contingency, estimate about 3.5 million in vacancy savings, and board of trustees stepped up to the plate and agreed to support us with 3 million dollars from net position

V. **Remarks from Provost and Executive Vice President for Academic Affairs (Dr. Peter Judge)**
    a. Faculty Marshals – thank you to these faculty members
        i. Shelley Hamil – Chief Faculty Marshal
        ii. Tom Polaski – Assistant Chief Faculty Marshal
        iii. Cliff Calloway
        iv. Shaun Cassidy
        v. Monique Constance Huggins
        vi. Marshal Jones
        vii. Will Kiblinger
        viii. Mark Lewis
        ix. Willis Lewis
        x. Hemant Patwardham
        xi. Tenisha Powell
        xii. Seth Rouser
        xiii. Janet Wojick
    b. Happy with searches that have been moving forward
    c. There will be presentations at college assemblies on competency based education

VI. **Report from FCUP Chair (Dr. Amanda Hiner)**
    a. Goal is to take the concerns that are brought by faculty to the administrators and work with administrators to come to a solution
    b. New issues
        i. Faculty role in determining requirements for online teaching
            1. Concerns discussed and reported
            2. August 2016 – 2018 there were a series of steps determined for qualifications for online teaching (ending up with WOTC 1 & 2)

      a. Faculty members will demonstrate that they have the ability to teach and develop online courses online

      b. Faculty members asked for moving from 3 up to 5 years for certification and reduction from 15 to 10 hours of continuing education

      c. Request for faculty who teach online regularly to be able to submit a course for review as a replacement for continuing education

    ii. Change in compensation structure for department chairs

      1. Concerns discussed and formal recommendations presented

      2. New chairs are coming in and were not able to negotiate a new base salary and all chairs are hurt by the stipend not contributing to retirement

      3. Felt that the decision was rushed, there was lack of justification, and there was concern about retention and recruitment of chairs – there may be a long term impact of this

      4. Recommendation was made by FCUP to ask for an analysis of this decision and to come up with a more fair pay structure with a specific ask to be sure that this will not disproportionately impact new chairs

      5. President Serna and Provost Judge are both concerned with this issue

    iii. Request for updates on Gray Associates Data and Direct Faculty Involvement in Decision Making

      1. We just received a lot of information on that, so that will not be covered

c. In progress issues

    i. Technology and Wifi problems

    ii. Tuition reporting/perception of Winthrop as the more expensive in the state

      1. Justin Oates is aware of this issue and actively working on a solution to this with Joe Miller

    iii. Transparent and consistent communication practices

      1. We are working on a communication process

      2. We will need feedback – there will be a survey coming out, please take the time to take the survey

    iv. Faculty roles and rewards

    v. Release of Salary Compensation Study Findings

      1. Ongoing issue from 2022, granular data has been requested

      2. There is a statement in the report that we will not receive more granular data

    vi. Need for a regular, published schedule of required HR and professional development training

    vii. Dorm closures over short holidays

    viii. Increase faculty access to BOT and at BOT meetings

d. Updates on Enrollment by VP Joe Miller

    i. Better retention than we expected

    ii. Applications up by 9% from last year

    iii. Admitted students are up 34%

    iv. Deposits/confirmed admissions up 9%

e. Detailed report has been shared with Alice that will go out and is working to get FCUP data online that you can access [see Appendix A]

VII. Remarks from the Registrar (Gina Jones)
   a. Last month, myself and IT created a way in wingspan for students to initiate a change a major/minor, etc. and this allows for smoother transitions and reduction of manual labor
   b. Thank you for submitting interim grades
   c. Sneak peek at the catalog with CourseDog that will make updating the course catalog much quicker and easier. This reduces manual labor

VIII. IT Up-dates (Patrice Bruneau)
   a. Tillman is a hub, the rest of the buildings are linked to Tillman. At least half of the fiberoptic cables are located here – cables were destroyed by a small animal. At Dinkins/campus police – it was another small animal.
   b. Baby squirrels were found in another area, the squirrels were safely removed to be rehabilitated.
   c. All repairs are in progress or have been completed
   d. Please be patient, there are a lot of vacancies in IT
   e. Wifi Update
      i. Quite a bit of equipment is on order but has not been delivered yet, Kinard is waiting on cabling
   f. Cyber Security
      i. Annual training now anniversary based
      ii. MFA: "secure geolocation" – if you are on campus you will not be prompted for the 2-factor authentication
      iii. Authenticator app changes – you will be prompted with a number and you will have to confirm on the map
      iv. Phones - long distance no more code, no cost
         1. Making progress on modernizing
         2. New system is likely
         3. Please use MS Teams
      v. Security Cameras/Emergency Phones
         1. Replaced most of old cameras
         2. All but 4 emergency phones are done
      vi. Question: Tracey Griggs – getting rid of phones to save money? Patrice says that would be fine with him but he has not heard that
   g. Misc
      i. Wingspan – may be getting an update
      ii. Fiber study – are recruiting help with this
      iii. Classroom technology
         1. www.winthrop.edu/technology/projects.aspx
      iv. Gretchen Baldwin – why all the creatures on campus now?
         1. He does not know
      v. Chlutia Garrison - Plan for power strips?
         1. Looking at a stack of power breaks and drop student ID and then you can charge your laptop
         2. Working on getting an answer
      vi. Nick Grossohme – VPN no dual factor?
         1. No, it will not work like this

IX. Unfinished Business
   a. None

X.   New Business
      a.   None

XI.   Announcements
      a.   Out of the Darkness Campus Walk, Dr. Gretchen Baldwin
            i.   Clinical coordinator for counseling services
            ii.   Support for stopping suicide
            iii.   March 24th 3 PM starting at the amphitheater – less than 1 mile
      b.   Nick Grossohme –
            i.   March 14th is the deadline for SOURCE abstract submissions
            ii.   April 14th is SOURCE
      c.   Open Educational Resources, Dr. Cody Walters
            i.   Last fall spoke to us about Open Educational Resources
            ii.   Him and 4 faculty members have been in a 1 year institute learning how to make this more of a reality
            iii.   If you want to do this type of work (free/low cost resources), contact Cody Walters, Tracy Pizzi, Martha Smith, Phillip Hays, or Marshall Jones
            iv.   If you're using OER – let Cody know
      d.   Ombuds Office Reminder, Jackie Concodora
            i.   Information will be posted with minutes – please use this resource

XII.   Adjournments
      a.   Meeting adjourned at 4:10 PM

FCUP Report for Faculty Conference
February 24, 2023

2022-2023 FCUP Submitted Faculty Concerns

Resolved Issues:
- Window/Timing for Cyber-Security Training
- Faculty Inclusion on Provost and other Leadership Search Committees
- University Internship Contract Delays
- Reinstatement of Delay of Post-Tenure Review for Faculty Award Winners
- Budget Impacts on Campus Sanitation and Cleanliness
- Requirements for Two-Factor Authentication
- Closed West Center Pool
- HR Communication Practices
- Late Cancellations of Classes

Reported and In-Progress Issues:
- Problems with Technology and Wi-Fi in Classroom and Office Buildings
- Tuition Reporting/Perception that Winthrop has the Highest Tuition in the State
- Transparent and Consistent Campus Communication Practices
- Faculty Roles and Rewards: Review of Policies, Establishment of Rewards
- Clarification on Criteria for Salary Compensation Study Adjustments – Reported again at 2/7/2023 Meeting with President
- Need for a Regular, Published Schedule of Required HR and Professional Development Training
- Dorm Closures over Short Holidays
- Increased Faculty Access to BOT and at BOT meetings

New Issues Submitted as of 2/7/2023:
- Faculty Role in Determining Requirements for Online Teaching – Reported, In-Progress
- Change in Compensation Structure for Department Chairs – Reported, In-Progress
- Request for Updates on Gray Associates Data and Direct Faculty Involvement in Decision Making – Reported, In-Progress

Updates on Enrollment by VP Joe Miller, 1/26/2023

Spring '23 Enrollment Update as of 1/26/2023:
- Better than expected Fall-to-Spring retention (currently over 90%), which has helped strengthen our undergraduate headcount.
- Outperformed our goal of 125 new Spring students, with 135 new FR and TR students.
- Contained the Fall-to-Spring enrollment loss to only 6.75%, compared to a loss of 8.4% from this point in time last year and drop of 8.7 % from two years ago.

Fall '23 Admission Activity as of 1/26/2023:
- Weekly volume of new applicant production and the overall applicant activity remains ahead over the two previous cycles (increase of 416 applications over last year and 168 applications ahead over two years ago).
- Students are responding positively to both campus visit opportunities and our communications sequencing by submitting enrollment deposits and signing up for summer Orientation sessions in greater numbers over the last two cycles.
- Number of applicants up 9% from last year at this time.
- Number of admitted students up 34% from last year at this time.
- Number of deposits/confirmed admissions up 9% from last year at this time.

Agenda Items for Third Meeting with President Serna and Provost Judge, 2/7/23

- Faculty Role in Determining Requirements for Online Teaching
  - Concerns discussed and reported
- Change in Compensation Structure for Department Chairs
  - Concerns discussed and formal recommendations presented
- Update on Gray Associates Report and Data
  - Ongoing issue from fall 2022; FCUP requested that faculty be directly involved in decisions arising from the Gray Associates data
- Campus Internal Communication Survey and Recommendations
  - Look for a forthcoming survey from FCUP in your campus email – we value and need your honest feedback
- Release of Salary Compensation Study Findings
  - Ongoing issue from 2022; FCUP requested the release of more granular data used to make decisions about salary adjustments (numbers attached to specific disciplines)

Issues Addressed at 2/7/2023 FCUP Meeting with President and Provost

1. **Release of Salary Compensation Study Findings:**

a. **Status of Concern:** The issue of full disclosure of the compensation study data was discussed at the October 3, 2022 FCUP Meeting with President Serna and Provost Judge. Based on ongoing discussions, faculty members remain unaware of where they stand on the compensation chart or when their salaries may be addressed in future adjustments. To our knowledge, the more granular data and details of the study related to particular disciplines have not yet been released to faculty members. Faculty members like to request that all data be released to chairs or faculty members so that they can understand where they stand in relation to the study's findings and conclusions.

b. **Requested Action Step:** In the interest of cultivating transparency among campus stakeholders, could the full compensation study data be released to department chairs and/or faculty members?

c. **Answer/Resolution/Next Steps:** Provost Judge reached out to HR about this request and was referred to the FAQs page on the [Compensation and Pay Study Website](#), number 19, which states: "Will I be informed of the competitive market pay range that was identified by the study for my individual position? **No, employees will not be provided with data at this granular level**. While we are committed to providing employees with as much information as possible about the study, the outcomes, and the implementation of an action plan, the competitive market pay range is one data point used in determining individual employee pay. Other data points include internal equity (the pay of other similarly situated Winthrop employees), time in rank and salary tier (for faculty), and available funding. Obviously, the pay of other similarly situated employees is confidential information, and available funding can vary. Providing only one data point would be incomplete information and not within the realm of a best practice. Please see the pay administration guidelines regarding the process for determining market pay for individual positions. The classification and pay band for classified staff members can be located on the employee's position description in PeopleAdmin. Unclassified staff can find their pay band and position by viewing Appendices D and E in the pay administration guidelines." Provost Judge stated that he is not aware that deans were given granular data about individual salary comparisons for faculty members. (Faculty members have shared with FCUP that their deans have referred to this data in conversations with them.)

2. **Faculty Role in Determining Requirements for Online Teaching:**

   a. **Submitted Faculty Concern:** "I would like to know the role that faculty play in determining requirements for online teaching. I have recently learned that all faculty will have to be recertified by the Office of Online Learning every few years to teach online for Winthrop. Being required to recertify our WOTC training every 4-5 years seems like an arbitrary decision made by the Office of Online Learning. I have taught at least 1-2 online classes every year since I arrived at Winthrop. I maintain those professional skills by practicing them. It is not as if the online environment we teach in has changed substantially. I think the additional training is

redundant, and I would like to know how these requirements can be implemented without faculty input. If there is faculty input that I am unaware of, I would like to know the extent of our involvement."

b. **Requested Action Step:** Could faculty members receive information about how the ongoing online training requirements were developed and about how faculty members were included in the decision-making process?

c. **Answer/Resolution/Next Steps:** FCUP Chair Amanda Hiner reached out to Provost Judge and Ms. Kimarie Whetstone, Director of Online Learning, and received the following timeline for developing faculty online training requirements:

   i. **August 2016 – April 2017:** An Online Teaching Certification Proposal was collaboratively drafted by Kimarie Whetstone, Joyce Camp (former Director of the Instructional Technology Center in the College of Education), and Marshall Jones. It was imperative that professional development be made available to prepare Winthrop faculty to design, develop, and facilitate fully online and hybrid courses as the University began to offer more online courses and fully online and hybrid degree programs. The aforementioned individuals also collaborated on the design of the first iteration of the WOTC 101 course in Fall 2015. The current iterations of WOTC 101 and 102 were designed by the Winthrop Office of Online Learning's Director and Learning Designers. The purpose of the Winthrop Online Teaching Certification (and recertification) is for faculty members to demonstrate that they have the requisite skills and knowledge to effectively design, develop, and facilitate quality online and hybrid courses, and to ensure that faculty members remain current with Winthrop's Strategic Vision for Online Education.

   ii. **September 2017:** The Subcommittee on Institutional Policies for Online Education was commissioned as one of seven subcommittees for the implementation of online graduate programs. There were six members of the subcommittee: Adriana Cordis, Noreen Gaubatz (chair), Pat Guilbaud, Mark Herring, William Kiblinger, and Kimarie Whetstone. One of the subcommittee's charges for 2017-18 was the review of all policies within the Winthrop University Policy Repository to check for language that was reflective of online students. The subcommittee reviewed 96 Academic Affairs Policies that reside within Winthrop University's Policy Repository exclusively for their inclusivity of online learners. The subcommittee also reviewed and recommended edits to the Winthrop Online Teaching Certification Proposal, which included revising the recertification deadline from three years to five years following certification and revising the number of recertification

hours from 15 hours to 10 hours. Both recommendations were acknowledged and are reflected in the current policy.

  iii. **September 2017:** The Strategic Vision for Online Education at Winthrop University and Guiding Principles for Online Education were added to the Online Learning website after ALC approval.

  iv. **January 2018:** The Online Teaching Certification procedures were added to the Online Learning website after ALC approval. To ensure that continuous professional development is not redundant, a variety of forms of professional development related to online teaching and learning are accepted, including the completion of ACUE courses.

  v. **June 2018:** The revised Online Education policy, which includes the Online Teaching Certification requirement, was approved by ALC.

FCUP submitted a **request for administrators to re-evaluate the requirements** for continued training so that faculty members who teach online regularly could submit a recent course for review in lieu of additional training (as we currently do for WOTC courses). Perhaps a new policy could stipulate a certain number of online hours taught within a particular timeframe as equivalent to additional training hours. **Provost Judge stated that he has "not yet had a chance to speak about alternative ways of re-certifying with Jack and Kimarie or ALC but will do so soon."**

3. **Change in Compensation Structure for Department Chairs:**
   a. **Submitted Faculty Concern:** "The university's previous provost initiated changes in how department chairs will be compensated for the work they do, changing the long-held system of base salary increases to a flat fee stipend for the work. In addition, the job type was changed from 10.5 months to 9 months, with the flat fee intended to cover the additional six weeks of work in the summer. The problem with this change is that some recently selected chairs coming in under the new system did not have a chance to negotiate a base salary adjustment for the role, and new chairs who had extremely compressed base salaries were disproportionately hurt by this new compensation structure. In some cases, new department chairs are making almost $20,000 less per year than their predecessors, and in other cases, new department chairs are making less than 9-month full professors in their departments, even though they are required to work through the summers. While department chairs who were 'grandfathered in' to this new system were not as hurt financially as are new department chairs, the new stipend for chair work does not factor in to retirement contributions, so this change is financially detrimental to both old and new chairs in the long run. FCUP members agree that this is an FCUP issue because it affects faculty salaries and livelihoods, and this inequity in how chairs are compensated should be corrected, as it could negatively affect faculty morale and the recruitment and retention of department chairs.

b. Feedback on Issue from FCUP Member Dr. Melissa Carsten:

 i. This policy concern is one of several other concerns that resulted from seemingly autonomous decision making by the previous provost. Chair compensation, summer pay, and several other policy changes were made by the former provost as she was walking out the door. Faculty were not given proper communication about the changes, why changes were being made, or the process of deciding on stipend amounts which made the decisions seem rushed and not fully thought through. From the faculty perspective, these decisions were very shortsighted, helping the university in the short term without any consideration for long-term ramifications.

 ii. The chair compensation issue raises a number of questions and concerns. The small stipend provided to the chair, along with a 9-month contract involving work through the summer (effectively a 12-month contract), is disincentivizing to individuals wanting to take on an administrative role. In the CBA, for example, the management and marketing chair is retiring and we recently went through the hiring process to replace his position. Although there were several high quality faculty that initially expressed interest in the position, the choice of these individuals NOT to apply is largely attributed to the disconnect between a massive increase in work, a longer contract, and hardly any additional pay. Although we did secure a great person to assume that role in fall 2023, she has stated that she believes her tenure in the role will be short. On a personal note, I had been excited about possibly applying for that role; however, when I heard about the change in compensation policy, I decided that the additional time, workload, etc., was not worth the money.

 iii. A bigger issue revolves around the type of person who would take such a demanding role for such little compensation. The people who will be attracted to these roles are people who only want a couple years of experience, and plan to leave Winthrop to pursue their careers elsewhere. I fear that the people who are truly dedicated to Winthrop and want to stay will refrain from moving into a chair role because their time, effort, and work-life balance is better as a faculty member, where they have a positive impact on students and fewer rigorous commitments.

c. Suggested FCUP Recommendations:

 i. FCUP would like to **ask the Provost to analyze the impact that this modified compensation structure will have on department chairs in light of equity and department chair retention and recruitment**. The chair role is a rigorous leadership and supervisory role that involves extensive additional work throughout the academic year and summer. FCUP would like to have the newly instituted policy evaluated in order to come up with a pay

structure that is fair to new chairs taking on these complex roles.

      ii. FCUP members **recommend that no changes in pay structure be instituted that disproportionately disadvantage new chairs**.

  d. **Answer/Resolution/Next Steps:** This issue was brought to President Serna and Provost Judge at the February 6th FCUP meeting, and both President Serna and Provost Judge expressed their concerns about equity and fairness for chairs' compensation. **Provost Judge stated that he has not yet formed a committee to investigate the new compensation structure but has gained information from other provosts in the state and has had conversations with HR and with his team. He hopes to settle on an approach to this before the spring semester ends.**

4. **Update on Gray Associates Report and Data:**
   a. **Request for Update and Feedback:** Now that we have received the Gray Associates data, can you share some highlights and conclusions from the report with us? What did we learn from the report, and how will the data and report be implemented or used on our campus? Will faculty members be able to make decisions at the department level regarding curricula and programs in light of the data?
   b. **Answer/Resolution/Next Steps:** The President stated that Gray Associates data have been shared with the Board of Trustees, campus administrators, and ALC. In sharing this data, it has become clear that not all necessary data were captured, and some errors or omissions in the data are being corrected. Some glaring red flags were apparent in the data; for instance, our cost per credit hour is 30% higher than that of our peer institutions, and our DFW rate is higher than our peer institutions, especially in first year online asynchronous courses. **On February 24th, this information will be shared with faculty at Faculty Conference**, and the chairs will be trained in how to access Gray Associates data for use in planning schedules and achieving course efficiencies.

5. **Report on Progress on Campus Internal Communication Survey and Recommendations:**
   a. **Update on Progress:** FCUP Committee members are working on creating a campus-wide faculty survey in order to gather faculty feedback on campus communication practices. Committee members will distribute the survey and analyze survey results. In response to this data, we plan to offer the Provost and President a list of faculty recommendations that will reflect gathered data and that will communicate the concerns and possible problems faculty note with how communication has been disseminated on campus in the recent past.
   b. **Answer/Resolution/Next Steps:** An FCUP subcommittee is **currently developing survey questions for distribution to faculty members** to gather data regarding perceptions of communication practices across campus. The survey should be distributed to faculty members within the next week.