

CHABOTAR

A Guilfordian performance review of Kent Chabotar: Part II

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For example, if one measures the academic strength of the student body by SAT scores, there is a visible decline over the past decade. Meanwhile, we have most often fallen short of our retention goals. Retention of students from first year to second year fell to 71 percent in 2011-12.

In a market that values seeing students through to graduation, under Chabotar's watch the six-year graduation rate has averaged 60 percent and has remained about that for six years. This is below the SLRP goal of 70 percent.

3) FUND-RAISING:

The College has been involved in a capital campaign for at least 10 years.

It has raised \$53 million in total gifts over that time — 87 percent of the total — and is on track to reach the capital campaign goal of \$60 million by June 30, 2014. In terms of funds counted toward a capital campaign goal, the all-time record fund-raising year was 2008-09 at \$10.8 million.

The percentage of money collected from alumni has been a particular problem area. The percentage dropped to 11 percent in 2011-12, which is well below our peer schools.

Though the economy hit an all-time low in the decade that Chabotar was at the helm, other colleges were much more successful at remaining afloat.

Hollins University in Roanoke, Va., for example, raised nearly \$30 million in less than four years.

4) FINANCES:

Before Chabotar's term, in 2000-01, finances were in crisis when operating revenues fell short of expenses by \$11.5 million in a single year. Except in Chabotar's first year in 2002-03 and later in 2006-07, operating revenues have always exceeded operating expenses since. The 10-year total is an excess of \$12 million of revenues over expenses.

Financial health has not been restored at the expense of students, though the faculty is shouldering some of the burden, according to Chabotar.

Faculty salaries have remained problematic and well short of targeted goals. Professors are broken down into three categories: assistant professors (pre-tenure), associate professors (post-tenure) and full professors.

Guilford assistant professors make an average of \$50,000, while the average in N.C. colleges and universities is \$64,000. Guilford associate professors average \$59,000 compared with the state average of \$76,000. Full professors at Guilford average \$71,000 a year while the average in North Carolina is \$112,000.

Average faculty salaries have increased from the 20th percentile to the 36th over the last decade. However, the target SLRP I set for faculty salaries was the 50th percentile.

Average administrative salaries for presidents at similar colleges are \$410,000 while Chabotar receives \$474,000 a year.

Meanwhile, other administrative salaries have increased at Guilford from the 33rd to the 44th percentile over the past decade. The top salaries for administrators range from \$90,000 to \$474,000.

The current budget shows a projected deficit of \$500,000 of a \$65 million budget, mainly due to the loss of North Carolina-funded financial aid that led to lower enrollment and reduction of 10 administrative and support staff positions.

Including endowment, gains, losses and operating results, total net assets have grown \$36 million in 10 years. Our \$69 million endowment ranks near the middle of Guilford's peer institutions.

5) FACILITIES:

The College has invested \$33 million in facilities since 2002 with only about \$10 million of that amount funded by debt. About 90 percent has been for academic offices, classrooms, residence halls, student spaces and athletics.

The quality of our buildings and grounds has notably improved since 2002.

6) DIVERSITY:

Over the course of a decade, the number of students of color has jumped from 21 percent to 36 percent in 2010-11, which is much higher than the average of our peers at 15 percent, and higher than our SLRP I goal

of 23 percent.

Even focusing on traditional students alone, students of color at 26 percent far exceeds our SLRP goal of 18 percent.

The number of faculty of color is unchanged at 19 percent but is still high above our peers at 9 percent. Staff of color stands at 23 percent at Guilford and 12 percent at our peers. At one percent, the percentage of international students is lower than our goal, 3 percent, as well as that of our peers, at 2 percent.

7) THE HEREAFTER

David Bahlmann, president of the Ball State University Foundation and a consultant for The Association of Governing Boards of Universities and Colleges, told The Guilfordian that most presidents who have passed their 10-year mark should want to retire and let new blood infuse the campus.

"When you have a president who has turned a college's finances around, that being his strong suit, it is almost always advisable that that administrator make way for

someone with fresh ideas," said Bahlmann.

The AGB is the only national association that serves the interests and needs of academic governing boards, campus CEOs and other senior-level campus administrators on issues related to higher education governance and leadership.

Former trustee Vic Cochran agreed with Bahlmann, lauding Chabotar for his outstanding service to the college but hinting at the idea that there is room for change in the president's office.

"That is the \$64,000 question," said Cochran. "Will Kent retire? I think I would. He did what he came here to do. Now Guilford can afford to take some chances and find a president who is not only fiscally prudent but also socially warm to those around him."

"There has been much growth during Chabotar's time as president of the college. Management styles aside, he did exactly what the board hired him to do."

"I am excited about Guilford's new chapter," he added.

Kent Chabotar's Report Card

| Category | Grade | Comments |
|--------------|-------|---|
| Strategy | A- | Chabotar brought the first real effective strategic plan to Guilford. There is room for improvement in departments like IT, Guilford Connects and J-Term. |
| Academics | B+ | We have marked improvement, especially considering the SACS accreditation. We have issues with retention rates and a decline in the SAT scores we accept. |
| Fund-raising | C+ | While cultivating those who will donate is a challenge, we have much room to improve. |
| Finances | A- | Chabotar is noted as one of the nation's leading sources in how to turn colleges and universities around financially. However, the faculty members are not paid near what they are worth in the marketplace, meaning there is room for improvement. |
| Facilities | A | Under Chabotar's watch, buildings and grounds renovations have brought luster back to campus grounds. |
| Diversity | A- | Compared to our peer schools, we blow diversity out of the water. We have challenges bringing and keeping international students. |

Examining two Public Safety officers' recent departures

BY ANNEY BOLGIANO
STAFF WRITER

Behind the polar fleece pullover, there's always a story. Public Safety Officer Mike Lane holds out his hand and shows me a faint scar on his finger. He obtained the injury breaking up a dog fight years ago, and it's the reason he doesn't play bluegrass music anymore.

"Now I can't do the chords," says Lane.

Lane is only one of three P-Safe officers to leave Guilford this semester.

After nearly four years at Guilford, Lane made the decision to leave and devote more time to his photography business — his true passion.

In addition to Lane departing, Officer Juanita Eanes left a few weeks ago, and Officer Bernard MacSeoin wrapped up his Guilford career last Saturday.

MacSeoin had worked at Guilford for just over five years. He came to the College when his son, Nick, began

attending as a student. The family moved from St. Louis, and before that, they lived in England for 25 years while Bernard was in the U.S. Air Force.

"My emphasis was on establishing a rapport with the student body ... perhaps I wish I had had more time to do just that," said MacSeoin.

For his next move, MacSeoin plans to join the housekeeping staff at University of North Carolina at Greensboro, with the intention of getting a position as a security guard in the campus art gallery when one is available.

"If anybody remembers me, I hope they remember me as someone who could be trusted," said MacSeoin.

Many Guilford community members want to know why three officers are leaving in such a short period of time.

"There was no grand design or conspiracy or anything like that," said MacSeoin.

"Our job isn't as tied to semesters," said Ron Stowe, director of public safety, although he admits that three

officers leaving in such a short time frame is "extremely unusual."

Stowe shared some behind-the-scenes insights into how P-Safe operates.

There are seven full-time and three part-time positions available. There is no set policy about how many officers must be on duty at once. For safety reasons, Stowe did not disclose further information regarding how many officers are on campus at a given time.

The open position is currently advertised at \$11.00 an hour. The highest-paid officer makes about \$15.00 an hour. Because of the tight budget, there have been no raises in two to three years. There are currently three officers on staff who have been here for eight years or longer.

With three officers down, Public Safety is working to hire more officers.

"We are interviewing candidates now," said Stowe, although he is reluctant to establish a specific time frame.

"We plan to proceed promptly," he said.