

FACULTY SENATE MEETING

June 23, 2010

1. Call to Order

CHAIR PATRICK NOLAN (Sociology) called the meeting to order, and welcomed Faculty Senators, colleagues, guests, and the Officers of the University.

2. Corrections and Approval of Minutes

CHAIR NOLAN asked for corrections to the minutes of the meeting of April 27, 2010. There were no corrections and the minutes were approved as written.

3. Reports of Committees

a. Senate Steering Committee, Professor Rebekah Maxwell, Secretary

PROFESSOR MAXWELL (Law Library), on behalf of the Steering Committee, presented nominees for vacancies on three committees:

Professor Subra Bulusu (Earth and Ocean Sciences) has volunteered to be nominated for the vacancies on the Faculty Committee on Libraries and the Faculty Committee on Scholastic Standards and Petitions.

Professor Maxwell announced a vacancy on the Athletics Advisory Committee. This vacancy results from the appointment of Professor Zach Kelehear (Education) as the new faculty representative for the NCAA. Professor Kelehear will remain on the Committee in an ex-officio capacity, but the Committee is in need of an additional voting member to finish the two years remaining of Professor Kelehear's term. Professor Charley Adams (Public Health) has agreed to be nominated.

Professor Maxwell asked for further nominations from the floor for these committees. There were none and the Faculty Senate accepted the nominees presented. Professor Maxwell left the floor open for further nominations, and asked Senators and faculty to consider also nominees for vacancies for three-year terms on the Faculty Committee on Honorary Degrees and the Tenure Review Board.

b. Committee on Curricula and Courses, Professor Jennifer Vendemia, Chair

PROFESSOR VENDEMIA (Psychology) began her report with an update on an initiative by the Committee and the Provost's Office to modify our existing procedures to seek input from our colleagues at the regional campuses earlier in the curricula and courses procedure. She invited faculty with questions and concerns about the procedural revision to contact her.

Professor Vendemia reported changes in courses and curricula from the College of Arts and Sciences, the College of Hospitality, Retail, and Sport Management, the Arnold School of Public Health, and the College of Social Work (please see Attachment, pages 12 - 25).

The Committee recommended that the Faculty Senate accept the changes. The changes were approved as written.

c. Faculty Budget Committee, Professor Andrew Gowan, Chair:

PROFESSOR GOWAN (Music) addressed the issue of changes in the University's budget model. Over the next two years, the University will undertake some recentralization of budgetary processes, and Professor Gowan noted that the deans, the University Finance Committee, and the Faculty Budget Committee have been thoroughly briefed on these changes, and have had opportunities for questions, answers and discussion. Professor Gowan offered the support of the Faculty Budget Committee for these temporary budget changes, and deferred questions about the changes to the University Officers who would speak after him on the issues.

d. Athletics Advisory Committee, Professor Pamela Melton (Law Library), Chair:

CHAIR NOLAN delivered the report on behalf of Professor Melton, who was attending a meeting of the Athletics Advisory Committee. He reported that there is a competition for the highest GPA of any team appearing in the College World Series, and that the winners of this year's competition is the University of South Carolina.

4. Reports of Officers

PROVOST MICHAEL AMIRIDIS opened his report by applauding the initiative in the Committee on Curricula and Courses regarding the early involvement of the regional campus faculty in discussions involving curricula, courses, and syllabi. An early and thorough participation of all faculty in curriculum planning will benefit those teaching the courses and will allow for a seamless transition of students from the regional campuses to Columbia.

The Provost reported on recent activities in the Honors College. Dean Davis Baird is moving to an appointment as Provost of Clark University in Worcester, Massachusetts, effective August 15. Provost Amiridis notes that he received this news from Dean Baird with mixed emotions. While he is very happy to see Dean Baird realize his career ambitions, he will miss the support and friendship that he and Dean Baird have shared over the years, as well as Dean Baird's many contributions to the Honors College and to the University. The Provost thanked Dean Tayloe Harding of the School of Music, who has agreed to serve as Interim Dean of the Honors College, while continuing to serve Music, during a national Dean Search. Provost Amiridis noted that, thanks to Dean Baird's influence and hard work, the Honors College is a jewel of the University. The Provost is confident that we can identify an excellent Dean to build on Dean Baird's legacy.

Provost Amiridis then reported on activities in the Graduate School. He congratulated Dean Tim Mousseau on being named Interim Dean of the Graduate School and thanked Dean Buggy and

Associate Dean Nancy Zimmerman for their services to the Graduate School for the past two years. The Provost's Office worked with Dr. Steve Kresovich, Vice President for Research and Graduate Education, on this new leadership phase for the Graduate School. Dr. Mousseau is entering the role with a very specific mandate to implement a strategic plan developed by a faculty committee under the leadership of the Provost's Office, and to move forward with the committee's recommendations.

The Provost reported on activities in the Law School. Dean Jack Pratt will not seek re-appointment at the end of his five year term, which ends next year. Provost Amiridis recognized and thanked Dean Pratt for his contributions to the Law School, and especially for promoting scholarship within the Law School, in hiring and retaining some outstanding faculty members, and for his fundraising efforts on behalf of the Law School. The University will be conducting a nationwide search for Dean Pratt's replacement and the committee is being constituted. Law School faculty will elect five representatives to the committee, and the Provost will appoint four more. Dean Charles Bierbauer (Mass Communications and Information Studies) will chair the search committee.

As the Law School's Dean search commences, the Provost and the President are also convening a blue-ribbon panel to evaluate some operational parameters of the Law School. Dean Kent Syverud from the Law School of Washington, St. Louis, will serve as chair. Other members of the panel will be announced as the committee is populated. The types of information the panel will seek include: What do we do well at the Law School? What should we preserve and what needs to be improved? Is the scholarship of the Law School consistent with expectations for a Tier One Research Institution? Is the Law School embracing cutting-edge methodology for legal education? Are there some opportunities for the Law School as part of the greater University that we need to stress more or take advantage of? The Provost emphasized that the University will be seeking input on these same questions from the Law School Faculty, but are looking for input from an external group as well. A combination of information from the two groups will help in defining priorities and developing a strategic plan for the School of Law. The timing, on the eve of a leadership change, seems ideal to launch this initiative. The Provost is confident that the information gathered will assist in the evaluation of Dean search candidates and will help to ensure a good fit between the School of Law and its next Dean.

Provost Amiridis reported that Dean Mary Ann Fitzpatrick from the College of Arts and Sciences, Dean Peggy Hewlett from the College of Nursing, Dean Tayloe Harding from the School of Music, Dean Jo DiPiro from the College of Pharmacy, and Dean Chris Plyler from the Regional Campuses have been reviewed within the last year and they have been reappointed to their positions. The Provost thanked the committee members and faculty who participated in the reviews. Information gathered during the reviews will be used by the Deans to address concerns and move their colleges and departments forward.

Provost Amiridis reported on the status of the Provost's Office faculty grant programs for the coming year. The procedures regarding the grants in social sciences will not change, and a call for proposals will be released sometime at the end of October or the beginning of November.

The grants for Arts and Humanities will be separated into two categories – one for the arts (fine arts, performing arts) and one for the humanities. The reasons for the split involve difficulties that arose with reviewing proposals; each area has different types of scholarship, performance, and research, and having two different review panels will lead to a more equitable process. The call for proposals will come within the October-November time frame.

The Provost's Office will initiate two new calls for proposals that will come out later this summer. One will be for clinical research, and arises from Provost Amiridis's visits with the Medical School. Several faculty members made it clear to the Provost that a lot of valuable work can be accomplished with relatively small amounts of money, and the Provost's Office wants to encourage and support this potential. The main requirement for a grant of this type is that the principal investigator must be a faculty member of a clinical department, although collaborators could come from many types of science departments. The call will issue be issued before the end of the summer.

The other new grant category involves the STEM fields: Science, Technology, Engineering and Mathematics. While our University's STEM departments produce much very strong, very good science, and bring in substantial amounts of external funding, our reputation in this area hasn't risen to a proportionate level. The grant program will support visiting professorships in the STEM fields, in particular, to attract distinguished scientists, engineers, and mathematicians from across the world to visiting professorships at USC with the goal of making our progress and accomplishments more widely known through these visitors. The call for proposals for these grants will be open all year to take advantage of the most opportunities.

The Provost closed his report by adding his congratulations to the USC men's baseball team on winning the GPA competition for the College World Series. He was present in Omaha, Nebraska, when USC was announced as the winner with a collective GPA of 3.15, and basked in the reflected glory of the team members and Coach Ray Tanner.

Provost Amiridis then opened the floor for questions.

PROFESSOR LISA HAMMOND (USC Lancaster) expressed her appreciation to the Committee on Curricula and Courses, and to the Provost's Office, for their initiative to engage the regional campuses more actively in curriculum changes. She explained that when courses and curriculum changes are brought forth, there is a letter of concurrence asked from the regional campus departments by the corresponding department on the Columbia campus. Traditionally, the regional campuses have been asked to concur on changes without having been involved in the prior discussions. Professor Hammond thanked the Provost and the Committee for their support and urged them to facilitate the process.

VICE PRESIDENT TED MOORE greeted the Senators and acknowledged with tremendous appreciation the endorsement of Professor Andrew Gowan and the Faculty Budget Committee. He noted that the committee is an extraordinary group and work hard to help University Administration “get it right” with regard to budgetary issues.

The Vice President reported on a very fruitful discussion with Professors Joan Culley and Beverly Baliko from the College of Nursing. Vice President Moore met with the professors to discuss salaries of faculty and staff. The Office of Finance and Planning will be working with the Provost’s Office and University’s Human Resources to communicate more fully to the faculty a picture of the salary structure of the University.

Vice President Moore announced the retirement of two longtime members of the Carolina Family. Jane Jameson is retiring as our long-serving and highly valued Vice President for Human Resources. The University is searching for a new Vice President for Human Resources and we are now being well-served by Ms. Judi Owens as the interim Human Resources Director.

Chief Ernie Ellis, after serving 40 years in active law enforcement from the FBI, to State law enforcement, to USC, is retiring from the University. The University is conducting a search to fill his position as Director of Law Enforcement and Safety.

Vice President Moore thanked each of these wonderful, exemplary, dedicated servants of our institution.

The Vice President then delivered an update on the budgetary status of the University. He noted that USC has now lost 47 % of its recurring state funding since fiscal 2008. This 47 % includes the latest vetos announced by the Governor’s office. This means that \$105 million dollars in recurring funds for the USC system have gone, and that state appropriation accounts for a little over 10% of the total budget of the University of South Carolina system. There is an excellent chance that that figure will become even smaller.

A tuition increase of 6.9 % has been approved by the University’s Executive Committee of the Board of Trustees and that increase will be presented to the full board. This will increase the cost per semester by \$315.00 for resident undergraduates, bringing the total tuition per semester for Columbia resident undergraduates to \$4,983.00. Compared to other state institutions, this increase is likely regarded as moderate instead of high, especially compared to institutions outside our state.

USC Beaufort’s tuition will increase by 9.5 % and that brings Beaufort more in line with sister institutions. Aiken’s tuition will increase by 6%; Upstate by 5%. Students pursuing associate degrees at the regional campuses such as Sumter and Lancaster, will find a 6.5% increase in tuition and fees. For the Columbia campus, the 6.9% increase will generate \$15,525,000 if enrollment estimates prove to be accurate.

Of that \$15.5 million, \$8 million will be distributed by the Provost to the academic units at USC Columbia to partially restore (roughly 1/3) the loss of funding due to budget cuts. A little under \$5 million is dedicated to inflationary cost increases such as utilities and insurance, and to health and safety measures, as well as to some infrastructure needs. The remainder will go to uses such as deferred maintenance and two more shuttle buses. Our students approached the University leadership and asked that fees be increased by \$5.00 per semester and that the funds generated be used to buy two more shuttle buses. The shuttle system is very popular; it's also GPS coordinated so that one can tell how long it will take before the next bus arrives. The buses are also "green" buses, in spite of the fact that they're painted garnet.

There is no fat that can be identified in this year's budget, and the increase target of 6.9% was hardly arbitrary. It was a result of months of careful and strategic planning. The "baseball bat," our computerized ten-year financial model, has been put to extensive use in the last several months.

During the previous week, University officials recalibrated our budget in a 24-hour period to accommodate additional cuts handed down in vetoes from the governor on various line items. Vice President Moore acknowledged the enormous effort of members the University's Budget Office, who worked for 24 hours straight to recalibrate a billion dollar budget in time for the Board meeting.

The vetoes mean an additional \$2.7 million cut to the University of South Carolina, in addition to the 21% cut that we have been anticipating since January. A few of the vetoes were overridden, but the ones that were sustained delivered cuts to the Nano Center, Future Fuels, the Business Incubator, the Congaree River initiative, the African American Professors Program, and the Rural Health Initiative for the School of Medicine. The day following the House and Senate review of the Governor's vetoes, the University enacted an emergency measure to support these various programs at their current levels for 90 days while we recalibrate our budget. The budget process is not over, although the fiscal year is beginning. Vice President Moore urged that now is not the time for panic, but for plenty of hard work and tough decisions to make in the days ahead.

The Vice President reported on changes to the University's budget model. In recent years, the Columbia campus has operated on a decentralized model, formally called VCM (Value Centered Management), that allocates tuition revenue to academic units according to course designators. All state appropriation is allocated to the academic units and not to the service units. A decentralized budget model has some very good incentive effects, particularly that of allowing the units to be rewarded for teaching excellence and a vibrant curriculum by allowing the units to retain the tuition and fees that they generate. However, the VCM model has resulted in some allocations that may not be consistent with the institutional mission when viewed in the broad perspective, especially during these difficult times.

For this reason, for Fiscal Years 2011 and 2012, the President has modified the model so that we can navigate through these difficult times of scarce resources. The revised version still has features of decentralization, but it pools more resources to be allocated by the Provost. Fall and spring tuition will flow to the general fund to be allocated back to the academic units, and not the service units. Maymester, Summer I and Summer II tuition and fees will continue to flow to the academic units as before.

The “tax” that is paid by the academic units to support the university’s operations will no longer be applied explicitly. But it lives on, in that the units will receive a budget allocation net of the costs of the operating budget for the institution. In other words, it will still be the same.

Last year, the University Finance Committee was tasked by the President to review and recommend a new budget model. That Committee, which includes two deans and members of the faculty, will be working for the next two years, along with the Faculty Budget Committee, to devise a model that will be more effective and more sustainable in the years ahead.

Will our state appropriation get smaller? It’s a little over 10% now. Will it be less than 10% in the near future? Vice President Moore said that no one can say for certain, but in the financial model, it is assumed that the state appropriation will be cut again in Fiscal Year 2012. Staff is calibrating that now, working with The Board of Economic Advisors and others. There are a few promising signs in the economy. We’ve had a couple of months now with increased sales revenue. But employment is still very high in our state and we still have a billion dollar gap in our state budget to deal with. University Administrators understand that it would be irresponsible to discount the possibility of a future cut and are constructing projections and response plans to deal with further loss of state appropriations.

Vice Present Moore opened the floor to questions.

PROFESSOR MARCO VALTORTA (Computer Science and Engineering) asked if the Vice President could elaborate on how the new budget process will be different from the VCM model.

VICE PRESIDENT MOORE explained that the main differences are: tuition revenue that comes from Fall and Spring, which currently goes straight to the academic units, will go to the general fund. The Provost then, with the appropriate advice and discussions with Deans, will then allocate that to the academic units, in a way that suits the strategic mission of the institution. The Maymester, Summer I and Summer II continue to flow straight to the units as they do now.

PROFESSOR DAN SABIA (Political Science) asked the Vice President to explain the advantages of centralizing in these times of scarce resources.

VICE PRESIDENT MOORE explained that the Office of Finance and Planning has seen pockets of accumulated carry-forward funds on campus. Some units seem to have more carry-forward than they need for typical business operating purposes and there are some units that seem to be

quantity starved in the model. In better times, without as much stress, these things are not as obvious. But in times of prolonged scarce resources, they become more prominent. The new model essentially allows the Provost, with the approval of the President, to act as a central planner and to reallocate those resources, at least for the next couple of fiscal years, to those units that are starved. We expect to come out of these difficult times in two years with a better model, a more effective model than we have had before and certainly than we have now.

PROVOST AMIRIDIS added that the new business model will also offer advantages from an academic standpoint. The VCM model emphasizes the credit or production of the unit, which has generated divisiveness and even a form of competition among units. This competition factor has prevented collaborative programs among units in favor of maintaining unit control of tuition revenue. The Provost is hopeful that the new model will lead to a diminution of these types of side effects and allow a greater degree of interdepartmental collaboration.

CHAIR NOLAN observed that, having attended a number of meetings with Vice President Moore and the members of the Budget Office, we at USC are fortunate to have leadership from our President and our two Vice Presidents who have come out of academia, from out of the professorate. Chair Nolan's experience with University Administration during these difficult economic times has impressed upon him that our leaders view issues not as bean-counters but as academics. He underscored Vice President Moore's observations on the enormous amount of quality work that his office does with a small staff. He commended Leslie Brunelli and Ed Walton for their good works in the Budget Office.

5. Report of the Secretary

There was no report of the secretary beyond that given in the Steering Committee report.

6. Report of the Chair

CHAIR NOLAN did not present a formal report, but asked that the Committee Chairs and the Faculty Senate Secretary stand and be recognized for their contributions to faculty governance during the past year.

Chair Nolan thanked Bob Best (Medicine), Immediate Past-President of the Faculty Senate, on two levels. The first was on a personal level for Bob's help in the Faculty Steering Committee and for "helping me not to fall on my face at every Faculty Senate Meeting." The second was for Bob's great service to the University of South Carolina in faculty governance. Bob works hard behind the scenes to ensure that faculty governance at USC is real and he gives input to the administration that the administration needs to hear.

7. Unfinished Business

PROFESSOR REBEKAH MAXWELL issued a last call for nominations for the committee vacancies before the Senate. There were none and the Senators elected the nominees. Professor Maxwell congratulated and thanked the newly-elected committee members, and invited contact from faculty interested in serving on Honorary Degrees or the Tenure Review Board.

CHAIR NOLAN also encouraged the Senators and faculty to consider committee service, and updated the Senators on the progress of the changes to the Faculty Manual. The changes that were approved at the General Faculty meeting in April will be brought before the Board of Trustees and, if approved by the Board, will become official parts of the Faculty manual.

8. New Business

There was no new business.

9. Announcements

There were no announcements for the good of the order.

The next meeting of the Faculty Senate will be held at approximately 3:10 p.m. on Wednesday, September 1, 2010, in the Law School Auditorium, following the meeting of the General Faculty at 2:00 p.m.

10. Adjournment

A motion to adjourn was seconded and passed.