

FACULTY SENATE MEETING

June 13, 2012

1. Call to Order.

CHAIR SANDRA KELLY (Psychology) called the meeting to order, and welcomed Faculty Senators, University officers, and guests.

2. Corrections and Approval of Minutes.

CHAIR KELLY asked for corrections to the minutes of the meeting of April 24, 2012. 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), announced the appointment of Professor Drucilla Barker (Women's and Gender Studies) to fill a 1-year vacancy on the Faculty Advisory Committee. She thanked Professor Barker for her willingness to serve.

Professor Maxwell brought forward the nomination of Professor Jayanth Jayaram (Moore School) to fill a vacancy on the Faculty Grievance Committee. The Senators approved the nominee. Professor Maxwell left the floor open for further nominations.

b. Committee on Curricula and Courses, Professor Peter Binev, Chair

PROFESSOR BINEV (Mathematics) reported changes for the College of Arts and Sciences, the Moore School of Business, the College of Education, the College of Engineering and Computing, the College of Hospitality, Retail, and Sport Management, the College of Mass Communications and Information Studies, the School of Music, the College of Nursing, the College of Pharmacy, and Arnold School of Public Health, University Libraries, and System Affairs and Extended University (please see attachment, pages 14 - 170).

The changes were adopted.

The Senators gave Professor Binev a round of applause for his outstanding work on the Committee.

4. Reports of Officers

PRESIDENT HARRIS PASTIDES greeted his faculty colleagues and observed that he was wearing his school tie in honor of the Gamecocks' baseball team. The President noted that we

have a very special team and a very special leader in Coach Tanner, and expressed pride in the fact that USC's team would be going to Omaha.

President Pastides observed that after several harsh economic years the University, with the faculty's leadership and perseverance, was beginning to climb out to see the light of day, both financially and with new faculty recruitment. The President thanked the faculty and staff for doing more with less for half a decade, and for sticking with the University and persevering. He noted that part of rewarding outstanding effort is to say thank you, but reported that the Administration is also hoping to reward faculty and staff with a salary increase. University advocates are lobbying for the Senate version of the appropriations bill, which recommends a 3% salary increase.

President Pastides acknowledged that he was not an expert on the TERI retirement plan, but noted that the system as it is has become unsustainable and will probably be modified by the legislature.

The President reported that the state budget also contains an as-yet undetermined amount of funding for deferred maintenance at the University system wide, and \$10 million for a new Law School building. The current Law School building will be repurposed as classroom space and as the potential home for one or more academic units. The University also hopes to receive \$5 million in appropriations for Palmetto College.

President Pastides observed that we currently get approximately 8-9% of our budget from state appropriations, down from around 23% when he first became President of the University. University administrators do not expect a return to previous funding levels, and will continue to work with the Faculty Senate Budget Committee to make the most effective use of the funding we get from all sources. He invited interested faculty and students to attend any and all of the unit budget development meetings.

President Pastides has been working with the Faculty Welfare Committee to address issues regarding salary compression.

The University has three Dean searches underway at USC Sumter, USC Union, and USC Lancaster (Dean John Catalano at Lancaster will be stepping down at the end of the calendar year). The search is also underway for a Chancellor of Palmetto College. President Pastides observed that this is a positive time in America for community colleges, and an opportunity to rethink the role of our regional campuses. President Obama and Education Secretary Duncan are paying a lot of attention to the vital role that a two-year college degree offers in terms of getting an affordable jump toward a four-year degree or, in the case of technical programs, providing a good terminal degree for part of the American population. The President stated boldly and clearly that the University will be expanding and re-fashioning the role for all of our regional campuses, not making their roles smaller or reducing their impact. Part of this plan is to recruit more students through technology and distance education, and to reach more of South Carolina's

citizens who do not have access to a college degree today. South Carolina ranks 40th in college graduate production of the 50 states. If USC doesn't step up, who will?

President Pastides delivered a brief status update regarding the Carolina Core and USC Connect. We are in a transition to a new curriculum, and the President praised the efforts of our faculty leaders in developing courses that meet our curricular objectives. The President is very satisfied that our faculty leaders have done an extraordinary job at thinking deep into the future about the skills, about the concepts, and about the practical knowledge, both within and beyond the classroom, that our students will need upon graduation. He thanked Professor Binev and the Curricula Committee for their outstanding work in getting so many new Core courses approved in time for the fall semester.

The President has been working with the Provost and with our faculty to see how we can increase the percentage of our students who graduate on time. "On time" doesn't always mean "within four years." Some students finish early and some students need more than four years, depending on the life circumstances that they are balancing in addition to college. We are organizing ourselves to be better equipped to facilitate programming that will answer students' needs; examples include improved student advisement and funding for increased summer course offerings. One idea on the table is a full summer semester, one that would offer greater flexibility to students who might be considering internship programs in the fall. President Pastides emphasized that this initiative would not operate to create additional teaching requirements for faculty, but would offer similar flexibility in management of teaching responsibilities.

The President closed his report with good news. The University set an all-time record this year in that twelve of our students were selected as Fulbright Scholars. They'll either be conducting research or teaching in Taiwan, France, Russia, China, South Korea, Germany, Brazil and Colombia, South America. Our previous record high was in 2008, when we had 9 student Fulbright Scholars.

PROVOST MICHAEL AMIRIDIS opened his report with an overview of the state appropriations process, particularly with regard to salary increases. Two appropriations bills are currently considered. The House version recommends a 2% increase for state employees and the Senate version recommends 3%. Because the University has to make budget decisions before the state budgetary process will be completed, the University will use a 3% increase in its budgetary calculations for the new fiscal year. The Provost noted that, although the state is setting the amount of the increase, it only provides funding for the increase in proportion to the fraction of the salaries that the University receives from the state (i.e., less than 20% of the amount needed). As a result, with a mandated 3% increase, the state would provide enough funding for an actual 0.6-0.7% increase of our salaries, and the rest has to come from other sources.

A related decision regards how the funding is to be distributed. The Provost has been working with the Faculty Budget Committee and recognized that the resolution approved by the Faculty Senate proposed a three-part plan, with part of the money allocated for across-the-board raises, some going toward merit raises, and some going toward salary compression. Provost Amiridis noted that 3% is a relatively small amount that would not address all three concerns in a meaningful way, and as a result the Administration Team will propose to the Board of Trustees an across-the-board increase of 3%. Provost Amiridis emphasized that he, the President, and the entire University leadership team strongly support the concept of merit increases. However, given that there have been no raises in nearly five years, coupled with the fact that at best about only 1% of the proposed increase would be available for distribution based on merit, with the balance mandated by the General Assembly as an across the board raise, the administration believes that the most meaningful resolution is to provide a 3% across-the-board increase.

Both the Provost and the President are concerned with the issue of salary compression, and the Provost has discussed the subject repeatedly with the Faculty Welfare, Faculty Budget and Faculty Advisory Committees. It has been difficult for the administration to determine the extent of the problem, and how much money it would take to address it. Thanks to the efforts of the Faculty Welfare Committee and Vice Provost Christine Curtis, the Provost's Office is getting more oriented on the problem at the individual college level. They are working with the deans to figure out what is needed in every area. The Provost is unable to project a timeline for the conclusion of the initiative, but he pledged that the University will tackle it in the first phase of next year, and it will be factored into the budgetary process. He plans to report further in the fall.

Provost Amiridis then discussed the tenure and promotion process, noting that even in the three years that he has been Provost he has seen an improvement in the quality of the files submitted to the UCTP Committee. This speaks well of the quality of people whom we've hired. We have hired well in the last few years; the Provost expects approximately 130 new hires in tenure/tenure-track positions by fall.

The Provost noted that an informational message had recently gone out across the system, addressing some frequently-asked questions about Palmetto College. He encouraged those who have not already done so to review the information.

Provost Amiridis reported on the searches getting underway in the University system. The search committees have been constituted for deans at USC Union, USC Sumter, and for the Chancellor of Palmetto College. The recent decision of Dean John Catalano to step down at Lancaster necessitates a search there, as well. Because of the number of simultaneous searches, the Provost expects that the University will hire a search team to assist with the process.

We are nearing a conclusion of the search for a Dean of the College of Nursing. The Provost noted that we had a very good pool of candidates, and he is optimistic that we will have a Dean

of Nursing by next year. Four candidates have visited for interviews, and we will be bringing back two finalists.

Provost Amiridis echoed the President's comments on USC Connect and the Carolina Core. These programs represent a great opportunity to modernize and upgrade some of the most fundamental aspects of our institution. The Provost recognized the outstanding work of the Committee on Curricula and Courses, noting that the 157 pages of new courses and course changes presented today is likely the tip of the iceberg, with much more activity to come in the fall and spring. It is exciting to have the opportunity to formalize and qualify what we had been doing anyway beyond the classroom in terms of research, in terms of international activities, in terms of service, in terms of professional activities, and to do this through USC Connect.

The Provost noted that the University faces increased pressure from our students, their families, and the public at large to make sure that the time that the students spend here is meaningful and contributes toward the timely achievement of a degree – on a timetable that is reasonable for each student. Parts of our infrastructure are underutilized in the summer, such as some of our buildings and the capacity of some of our 12-month staff. We have opportunities to design a more flexible system that would better serve the needs of our students. There are many issues involved in moving toward a more flexible model. This summer, the University has convened a small working group that includes Dean Fitzpatrick of the College of Arts & Sciences, along with a few other deans and Vice Presidents, to try to frame the issues. When the new academic year begins in August, we will organize a much bigger group with the involvement of the Faculty Senate and the students to discuss how we can address these issues. Provost Amiridis expects that it may take more than a year to determine how we can optimize utilization during the summer to help improve the graduation times of students and to help the institution in general.

Provost Amiridis wished everyone a good summer noting that, once again, our incoming fall class will be the best that we have ever recruited at the University of South Carolina.

5. Report of the Secretary

There was no report.

6. Report of the Chair

CHAIR KELLY reminded Senators that the agenda package for the current meeting is the last one that will be distributed in paper. Meeting materials will be distributed electronically starting in **our September meeting, which will be on September 12**, not on September 5th (which is when our General Faculty Meeting is). Materials will be posted on a Blackboard site called Faculty Senate, to which all Senators will have access. Any interested administrators can have access, as well; there's nothing private about it. Anybody who wants to join the organization can and we will be posting agendas, the curriculum and courses reports, and other things of that

nature on the site. Senators are free to print the materials if they desire. So we will be going electronic basically come September. The Faculty Senate Agenda will be sent to all faculty by email via UTS. No doubt there will be some glitches, as we move through, so we'll look to hear from those who aren't getting access or who are experiencing other sorts of difficulties.

The Faculty Senate Blackboard site will also be a vehicle for distribution for information of interest or concern to faculty members. Chair Kelly hopes that the Faculty Senate will move toward a more discussion-based organization. Chair Kelly is hoping to streamline the committee reports. The committees continue to work hard to iron out problems before they come before the Senate. The Senate will have more time to discuss issues requiring input from faculty governance.

The previous week, Chair Kelly had the opportunity to meet with the other Southeastern Conference Faculty Senate chairs in Baton Rouge at Louisiana State University. They are working together to identify issues across the Southeastern Conference on which the Faculty Senates can work on in unison to have a bigger impact. Conference members discussed two issues that Chair Kelly thought might be of interest to the Faculty Senate:

1. SACS Accreditation – how it's done, how much labor and expense goes into the process, whether it's really fulfilling its purpose particularly for research-intensive universities. Chair Kelly will report back as the discussion continues.
2. The Faculty Advisory Council for Libraries at Harvard has identified that the electronic subscriptions such as for Elsevier have become financially untenable. The faculty at MIT has launched a movement in which they are all refusing to publish in the Elsevier journals. So they have petitions going around and things like that. The issue has generated a grass-roots movement that involves many organizations and institutions. Vanderbilt is tackling the issue and our Faculty Senate may be tackling that issue next year. Chair Kelly will be posting information on the Senate's Blackboard site. She is in hopes that the Blackboard site will give the Faculty Senate a chance to have discussions there, but also to share information in a little bit easier way, less cumbersome and less formal than our agendas and our committee reports. The Chairs of Faculty Senates will be meeting again in January and plan interim discussions via email.

Chair Kelly thanked the President and the Provost for being very inclusive of faculty within the budgeting process. Chair Kelly and Camelia Knapp, who chairs the Faculty Budget Committee, attended many of the meetings, as did other members of the Budget Committee.

Chair Kelly reported on a civility initiative that has been under discussion in the Faculty Welfare Committee. Faculty Welfare is starting to discuss the idea of a Faculty Code of Conduct or Incivility or Bullying Code. Many different institutes across the US have these codes. University of California has a 40-page legalistic document. Others have short blurbs in their faculty manual that suggest that civil behavior among each other is a good idea. In his report last fall, our Faculty Ombudsperson, Jim Augustine, made a call for the idea that perhaps we should

put something directly in the Faculty Manual. There is nothing in the Faculty Manual that incorporates a code of conduct. We have something in the preamble but it doesn't carry much weight.

However, Faculty Welfare would like to know if there is faculty support for this type of initiative. The Committee would rather not invest time working through a very difficult and sensitive issue if no one is interested. Chair Kelly asked for input from the Senators regarding whether the idea of a code of conduct is a good idea, a bad idea, or whether faculty were neutral on the subject.

PROFESSOR JEFF PATTON (Medicine) asked if there were reports from faculty regarding bullying and incivility, other than through the Ombudsman.

CHAIR KELLY affirmed that there were.

PROFESSOR PATTON wondered if there were lawsuits regarding such behavior.

CHAIR KELLY explained that there could be no suits because there are currently no legal grounds with which to frame a suit. When there are lawsuits, the content of the Faculty Manual is the guiding document, and the Faculty Manual contains nothing on the subject.

PROFESSOR PATTON wondered how often bullying or incivility incidents happen.

CHAIR KELLY observed that this question is one that the Faculty Welfare Committee has been trying to answer. The available information indicates that, while it's a relatively rare problem, the problem(s) comes from individuals who repeatedly do it and it takes an enormous amount of time and effort to handle those kinds of issues.

PROFESSOR CHARLES BRICE (Electrical Engineering) suggested that it would be a good idea to hear a report on the subject from Faculty Welfare about their discoveries so far, to allow the Senate to evaluate the extent of the problem. He agreed that if we have a problem, we should speak to it in the Faculty Manual. He encouraged the Committee to continue its investigation.

An UNIDENTIFIED SENATOR asked if there were other components to a code of conduct beyond bullying, and suggested a preliminary study to identify the types of issues that should go into a code of conduct.

PROFESSOR CHRIS ANDERSON (Education) wondered if having a code would change the behavior of those inclined to bully. He suggested that a positive affirmation of our core principles as a faculty would be a good thing to have in the Manual.

PROFESSOR GAIL WAGNER (Anthropology) noted that, after working for a number of years with the codes of ethics of several professional societies, she agrees that it would be a good idea for us to have one. She hopes that our code would include conduct of faculty toward other faculty,

toward staff members, and toward students. She suggested that drafting ethical principles is frequently a way to get started on a code.

PROVOST MICHAEL AMIRIDIS noted that, because of the sensitive nature of the information and because of the ethical obligations of his office and that of the Ombudsman, data on specific cases will not be available. While his office is aware of cases where the environment is less than ideal, he is not able to share specific information. He needs to understand more about what kind of data the faculty wants before he will know whether he can respond to the request.

PROFESSOR PATTON stated if there are cases occurring currently where the situations are less than ideal, then that confirms his belief that we need to address the conduct.

An UNIDENTIFIED SENATOR stated that what she would want to see is an example of a code of conduct that would offer a legal recourse if it were violated.

CHAIR KELLY pledged to post links to such documents once the Senate's Blackboard site is up and running.

PROFESSOR GREG WILSBACHER (University Libraries) suggested that he would like to see further exploration of the issues, but urged caution when inserting language into the Faculty Manual that might lead to a kind of preventive role of collegiality into tenure decisions or promotion decisions.

CHAIR KELLY agreed that there is a fine line between academic freedom and a code of conduct, but noted that while not every USC unit includes the concept of collegiality in their tenure and promotion documents, some do.

PROFESSOR MURRAY MITCHELL (Education) asked whether we are seeking to create a legal document or something that does more than the Carolinian Creed does. Are we trying to create law?

CHAIR KELLY noted that the Senate cannot actually create law. Her understanding is that the Carolinian Creed does not apply to faculty and, while students may be sanctioned under the Creed, faculty cannot because it is not in the Faculty Manual.

CHAIR KELLY pledged to gather some data and information for the Senators on the issue in time for the September meeting.

7. Unfinished Business

PROFESSOR REBEKAH MAXWELL invited nominations from the floor for the vacancy on the Faculty Grievance Committee. There were none, and Professor Jayanth Jayaram was elected.

8. New Business

There was no new business.

9. Good of the Order

There was no discussion for the good of the order.

10. Announcements

The next meeting of the Faculty Senate will be on Wednesday, September 12, at 3:00 p.m., in the Law School auditorium.

11. Adjournment

A motion to adjourn was seconded and passed.