

**FACULTY SENATE MEETING
December 5, 2012**

1. Call to Order.

CHAIR SANDRA KELLY (Psychology) called the meeting to order.

2. Corrections to and Approval of Minutes.

CHAIR KELLY asked for corrections to the minutes of the meeting of November 7, 2012. There were none and the minutes were approved as written.

3. Report of Committees.

a. Senate Steering Committee, Professor Rebekah Maxwell, Secretary:

SECRETARY PROFESSOR REBEKAH MAXWELL (School of Law Library) announced a vacancy on the Intellectual Property Committee. The vacancy was created by the departure of a sitting member. The term expires in August of 2015. Professor Maxwell invited interested Senators and Faculty to get in touch.

b. Committee on Curricula and Courses, Professor Brian Habing, Chair:

PROFESSOR BRIAN HABING (Statistics) began his report with clarification regarding the particulars of policy document ACAF 2.03 Creating and Revision of Academic Courses. According to ACAF 2.03 B.2.a., new and revised courses only require approval of the appropriate department or college-level curriculum committee and not the entire department. The proposal that was tabled at the last meeting, regarding CSCE415 and the changes to the minor in Computer Science, should have been allowed to continue and is part of the report at this meeting.

Professor Habing then presented proposals from 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 College of Pharmacy, the Arnold School of Public Health, the Honors College, and System Affairs and Extended University (please see Attachment, pages 1-36).

The proposals were accepted as presented. Chair Kelly called for a round of applause in recognition of the stellar work done by the Committee on Curricula and Courses in getting through hundreds of course proposals and changes relating to the Carolina Core.

c. Faculty Welfare Committee, Professor David Mott, Chair:

PROFESSOR DAVID MOTT (Medicine) delivered a progress report on the Faculty Code of Conduct. The purpose of the code is to establish the faculty's stance on the issue of workplace bullying. The issue is not unique to the University of South Carolina; it happens everywhere. The Faculty Welfare Committee has developed some initial ideas for a two-part policy – a policy statement which would go into the Faculty Manual and a procedure which would then become an academic affairs policy. The statement in the Faculty Manual would refer to the academic affairs policy for how such a situation would be handled.

The Committee suggests moving the Carolinian Creed into the body of the Faculty Manual, following it with a statement that the faculty supports the values expressed in the Carolinian Creed, and then setting out a definition of workplace bullying. Professor Mott used audiovisual equipment to present the tentative draft of the definition to the Senators. Following the definition would be a sentence stating that issues of workplace bullying would be addressed according to the policy, with an emphasis on confidentiality and informal resolution. The policy then would begin by recommending that faculty see the University Ombudsman for informal resolution, with an opportunity to engage in a procedure for formal resolution if necessary. Faculty Welfare is currently working on what that procedure is going to be and will present it at a future meeting.

The definition presented by Professor Mott was developed from a variety of policies in use at other institutions, including Clemson. The Committee has also sought input from our University Ombudsman and the ombuds at other universities. A great deal of this information is available for review on the Faculty Senate's Blackboard site. Professor Mott noted that the definition presented has the approval of our University Ombudsman, and asked for the reactions of the Senators to the definition and for their reactions to the Committee's progress so far.

Senators offered their observations, including the following points:

1. The second sentence of the definition seems to contain two different concepts (definition of behavior and impact of the behavior). Perhaps the concepts should be separated.
2. The first sentence is ambiguous enough to encompass legitimate reprimands from department administrators. It needs to be more specific.
3. The Faculty Manual should not contain an exhaustive list of everything that should be considered bullying. The definition should be broad enough to accommodate case-by-case review to determine whether bullying is taking place.
4. The element of intentional intimidation should be reflected in the definition. Perhaps include concepts such as aggression and/or confrontation.
5. The definition encapsulates broad research in the area of academic bullying. "Harming the organization" will be hard to define before the fact.
6. Harm to the organization could be defined in terms of career discontent or potential productivity lost by bullied individuals.

7. We need to apply such a policy in a way that does not turn it into a vehicle to repress freedom of speech.
8. We need to make clear that we support the spirit of the entire Carolinian Creed, not just the parts that could relate to bullying.

Senators also asked several questions (Professor Mott's answers indicated by **A:**):

Q: Is the bullying policy going to be a legal document?

A: Incidents arising under the policy would be handled through University Counsel, as with any other academic affairs policy, so it would be something that is legally enforceable.

Q: Could you delineate a little bit more specifically the difference between formal and informal processes?

A: The informal process would involve a private, confidential discussion of the issues with the University Ombuds to see what sorts of avenues are available. Ideally, the Ombuds could facilitate a resolution. If this approach didn't work, or if the faculty member was unhappy with the result, s/he could file a formal, written complaint. A committee would be formed to investigate the complaint and interview the parties involved.

Q: Would the investigative committee be drawn from the Faculty Senate or from the unit? I suggest not the unit.

A: Faculty Welfare is discussing that issue now. The committee needs to be an impartial one, a committee of peers with perhaps some administrative representation. Welfare does not envision committee participation by the person's unit.

Q: Does harm have to be proven? What happens if a false accusation is made?

A: The Faculty Welfare Committee is currently discussing these issues, and many others. Professor Mott invited Senators to contribute their suggestions and ideas on how to answer these questions.

While we do not have any data on how bullying investigations are conducted at other institutions, Professor Mott and the Welfare Committee hope to be able to continue fleshing out the policy and to have something to present to the Senate soon. Professor Mott reiterated his invitation to Senators and faculty to send him their ideas and suggestions.

4. Reports of Officers.

PRESIDENT HARRIS PASTIDES greeted his faculty colleagues throughout the University system and began his report with an overview of the University's recent activities in international recruitment.

Vice Provost Tim Doupnik is leading an initiative to identify nations that are exporting their students to the finest American universities, and also where our research programs might most resonate. We've identified and are working on conceptualizing arrangements in four different parts of the world: China, Brazil, the Middle East, and India.

President Pastides provided some highlights regarding the ways in which USC might optimize partnerships with institutions in these regions.

China is the source of most of the international students at the University of South Carolina, and it is also a nation where we already have many relevant and, in some cases deep, existing relationships.

Brazil has a rapidly developing economy and its government is investing millions of dollar equivalents to educate the Brazilian people, especially at the graduate level. Thousands of doctoral candidates will study in the United States of America and return to Brazil, and we think we can be productive there.

There are many, many students in the Middle East and India who are traveling to the United States. President Pastides has traveled recently to Dubai and Abu Dhabi (two of the seven United Arab Emirates), as part of a conference dealing with global competitiveness, representing the United States. There, he also discussed the University's Rule of Law Center, including meetings with officials in the Emirate of Qatar. Leaders there are interested in joining the knowledge economy, and our possibly developing a presence in the UAE, in Qatar, and in other countries around the Middle East. We may be developing a link with the University's own Rule of Law Center to see if we might do an annual conference, for example, in the UAE.

The President will be traveling to India [HE DIDN'T GO TO INDIA]. We have extensive relationships in India but our goal is to be more focused. We are looking at the state of Gujarat, a rapidly developing state in India with many similarities and opportunities for South Carolina. Professor Doupnik and his colleagues on the advisory committee are planning for a year on India – the academic year 2013-2014. Its working title is called “Carol-India.. It will have a goal of initiating a dialogue that will establish a permanent focus on India here at the University to showcase the contributions made by people of Indian heritage to the U.S., to the state, and certainly to promote India as a destination for study abroad, for research opportunities for faculty, and related activities. They are planning an opening celebration hopefully featuring Governor Haley, visiting scholars, and lectures hosted by the Walker Institute and, perhaps, by other units as well, exhibits on Indian arts and culture at the McKissick Museum, and a Bollywood Film Festival at the Nickelodeon theatre.

We are excited about these new ventures, but we are not entering them because they are fun or interesting; our ultimate goal is enrollment management. It is important for us to constantly think about where we are going to find the students that we are looking for in our graduate programs and certainly in our undergraduate student body. We will always look in South Carolina first. We will look throughout the United States, but we also need

to be very, very sensitive to looking abroad and to making our University increasingly attractive as the destination for Indian and Chinese and Brazilian and Middle Eastern students.

President Pastides invited Associate Vice Provost Scott Verzyl to talk about admissions and enrollment. Scott has recently received a prestigious award from the American Association of Collegiate Registrars and Admissions Officers. During the past 10 years, our University was one of only eight public research institutions in the U.S. that raised its freshmen class SAT average by at least 80 points and, of those top eight, we obtained the highest percentage of enrollment increase simultaneously – 17.3%. While it is easier to increase the average SAT if an institution is getting smaller, we've been growing and increasing the average SAT.

ASSOCIATE VICE PROVOST SCOTT VERZYL (Enrollment Management) thanked President Pastides for mentioning his recent enrollment management award, and credited the award to an excellent team in our enrollment management area. Mr. Verzyl noted the increasing challenges as institutions nationwide compete for the same student pool, resulting in an “Admissions arms race”. We have enjoyed notable success at USC over the past 8 – 10 years, having grown our freshman class by 36% since 2004. We have grown the number of applications, which is how we measure our market presence. We have doubled our applications in that same timeframe. The quality of our applicant pool and the quality of our admit pool has grown. One of the outcomes from that is that we admit better students, they retain better, and they graduate in higher numbers. We have seen improvements in our retention and graduation rates, both at the 4 year and 6 year rates.

We also have seen more and more students present ACT scores, and those have gone up as well, commensurate with our SAT increase. The high school grade point averages that students present have gone up as well, both in the applicant pool and the admitted pool.

Associate Vice President Verzyl credits this success to dedicated team members in admissions. Our full-time recruiters (16 regional representatives around the country) participated in about 100 recruiting events per week from September through the end of November.

One of the challenges for us in the State of South Carolina is that we are a fairly small state with a declining college-going population. Our in-state applications are down and our out-of-state applications are up. We try to be very careful about balancing the in-state out-of-state ratio in the freshman class, but if we are going to maintain our enrollment growth we have to look outside of the state. Additionally, the demographics are changing for our applicant pool. South Carolina is going to have more students who are low income, first generation students (whose parents did not go to college), and more students that bring a new type of racial diversity to South Carolina.

Another challenge for USC is finding a way to leverage our available scholarship dollars to maximize the recruitment impact. Scholarship values have not increased in several years even though tuition continues to rise.

Associate Vice President Verzyl shared the following preliminary information on our applicant pool for the coming fall:

We are seeing a shift in application patterns. Students are applying to different majors than they did in previous years. There has been an across-the-board decrease in applications to our traditional Arts and Sciences majors, with decreases in Anthropology, Biology, Economics, English, Film Studies, German, International Studies, Physics, Psychology, and History. Our largest major, Undecided, is down as well. We are seeing increases in the following majors: Exercise Science, Public Health, Tourism Management, Elementary Education, Biomedical Engineering, Chemical Engineering, Computer Engineering, and Engineering Science.

Associate Vice President Verzyl encouraged faculty members in all departments to help with recruitment when opportunities arise. We know that students value contact with faculty more than anything. When they make a campus visit, they want to be able to talk to a faculty member, sit in on a class. The Associate Vice President invited faculty members who are interested in recruiting to get in touch with Admissions, and encouraged faculty to be receptive to requests from the Admissions Office and the Visitor Center to help with student recruiting activities.

We will know our final application counts in few more weeks. The first round of admissions this season goes out in two weeks and we will send out about 8,000 decision letters. The next wave, the early-action letters, comes later in March.

Intended major does not affect the admissions decision for freshman applicants. The primary time in which students change their initially-declared major is during orientation in June, and most of those changes are from students who were previously undecided declaring a major.

Our Academic Student Success Center has several early intervention programs for students at risk for dropping out. One program is early absence referral. When a faculty member notices that a student is not coming to class, s/he can refer the student to the Center, who will make contact to get the student back on track. Contact the center director, Eric Moschella, for more information on Success Center programs and services.

Nichole Knutson serves as Director of Retention Strategy, Planning and Assessment, and can assist in developing collaborative initiatives to help steer students to our retention services. Dr. Knutson is available for departmental consultations, so please feel free to contact her as well.

PROVOST MICHAEL AMIRIDIS opened his report with an update on two key searches that are currently underway. The Provost is chairing the search for the first Chancellor of the Palmetto College. We have identified four finalists. Two of the finalists have strong backgrounds in e-learning, and two have strong backgrounds in the two-year community-college environment.

Their curriculum vitas are available for review on the web at <http://www.sc.edu/provost/searches.php>. Faculty can view pre-recorded video presentations by the candidates at <http://www.sc.edu/specialevents/>.

A search is also underway for the new dean of the Darla Moore School of Business. We have a strong pool of candidates in this area, and are still in the confidential phase of the search. The search committee will conduct airport interviews in Charlotte on January 3rd and 4th. So we are moving fairly fast and fairly aggressively, with a goal of bringing finalists on campus towards the end of January.

Provost Amiridis delivered an update on the leadership retreat that will be held in January for department chairs, deans, associate deans, and endowed chairs from across the university. As part of the retreat, the Provost, CFO Ed Walton, and Vice President for Student Affairs Dennis Pruitt will serve on a panel to talk about the changing environment in higher education.

We are seeing a change in the culture of the faculty; in the past it was fairly common for faculty members to start at one institution and finish their careers at the same institution, but we see this less and less. Instead, we see more of a corporate type of mentality in the culture among the faculty and their relationship between the institution and the faculty. We are seeing significant changes in the role of technology in the pedagogical function of the institution. We are seeing changes in the attitudes of students and parents; the demand for employability is driving consumers' educational decisions, and universities must strive constantly to make sure that they meet those demands.

We see a student migration, a migration of students from the Northeast and from the Midwest to the Southern states, which accounts for the percentages of out-of-state students in these universities. This exodus creates a vacuum in these students' states of origin, resulting in a very strong international recruiting effort by these institutions to replace the in-state students that they are losing. We see shifting landscape in the operation of the university. We see more and more private/public partnerships as state funding changes.

The University's Administration Team seeks to use the leadership retreat to get feedback from the leadership of the university regarding these types of changes, and the Provost will be reporting on the discussions to the Faculty Senate at the February meeting.

Provost Amiridis ended his report with a wish for happy holidays for everyone throughout the University system.

5. Report of Chair.

CHAIR KELLY noted that the Senate will not meet again until February, and provided an overview of activities that will be happening in the meantime.

The Faculty Welfare Committee will be sending out a faculty satisfaction survey in January. Chair Kelly encouraged Senators to participate and to encourage their unit colleagues to participate, so that the Committee will have the best possible data.

The Faculty Budget Committee has been very busy working with the Provost's Office on salary compression issues.

Chair Kelly also noted that the faculty committee volunteer form has gone out, and encouraged Senators and faculty to consider volunteering for a committee and participate in faculty governance. It is extremely important for the faculty to have a voice in the processes that make the University run, and to have good people on our faculty committees. In January, the Steering Committee will assemble a volunteer slate to fill the committee vacancies, and will appreciate everyone's support.

6. Unfinished Business.

There was no unfinished business.

7. New Business.

There was no new business.

8. Good of the Order or Announcements.

There were no announcements for the good of the order. The next meeting of the Faculty Senate will be held on Wednesday, February 6, 2013, at 3:00 p.m. in the Law School Auditorium.

9. Adjournment.

A motion to adjourn was seconded and passed.