

**FACULTY SENATE MEETING**  
**June 12, 2013**

**1. Call to Order.**

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

**2. Corrections to and Approval of Minutes.**

CHAIR KELLY asked for corrections to the minutes of the meeting of April 3, 2013. There were no corrections and the minutes were approved as posted.

**3. Report of Committees.**

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

PROFESSOR REBEKAH MAXWELL (School of Law Library) reported on a vacancy on the University's Board of Visitors. The Faculty Senate sends a member to represent the faculty on the Board of Visitors, which assists the Board of Trustees and the President in the overall advancement of the interests of the University.

PROFESSOR JAY POTTS (Medicine) nominated Professor Bob Best (Medicine).

SECRETARY MAXWELL left the floor open for further nominations during the course of the meeting.

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

PROFESSOR BRIAN HABING (Statistics) announced a correction to the report before beginning. On page 54, SOWK 679 should be 2 hours and not 3 hours, in order that it matches HBEP 679. It is a new course and they were submitted together.

Professor Habing reported changes in curricula and courses from Regulation from USC Connect, 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 Nursing, the Arnold School of Public Health, the College of Social Work, and System Affairs (please see attachment, pages 1-54).

The changes were approved.

**c. Faculty Budget Committee, Professor Tom Regan, Chair:**

PROFESSOR TOM REGAN (HRSM) reported on the recent activities of the Faculty Budget Committee. This year, the Committee address addressed the issue of salary compression. It looked at the Oklahoma State Study that was done on the comprehensive level of peer and peer-aspirant institutions. After looking at the data, with assistance from the Provost's Office, the committee made the following resolution:

*The Faculty Budget Committee has resolved that salary compression for faculty members must be addressed. Salary compression relief must be given to faculty whose performance is satisfactory and whose salary is lower than the mean for the equivalent unit at peer/peer aspirant institutions.*

The Committee expects that the measures to address the compression issues will take approximately three years to complete. During the first year, the compression issue would be addressed for the faculty members within those units at the most severe level. The second year would address the next most severe, and the third year would address the least severe compression issues of each of the units.

The Provost's Office will be sending guidelines for the process and the Committee will be following the Oklahoma Study, which represents the baseline for our peer-aspirant institutions. Professor Regan opened the floor for questions.

There were no questions and the resolution passed unanimously.

**d. Faculty Welfare Committee, Professor David Mott, Chair:**

PROFESSOR DAVID MOTT (Medicine) brought before the Senate for a vote a resolution encouraging the University's administration to adopt a policy on workplace bullying similar to the one that the Faculty Welfare Committee has developed over the past year (text available on the Faculty Senate's Blackboard site).

Workplace bullying is something that Faculty Welfare has been looking at extensively. The Committee feels that the issue affects faculty on campus and merits some sort of action by the Senate.

The resolution passed unanimously.

**4. Reports of Officers.**

PRESIDENT HARRIS PASTIDES greeted his faculty colleagues across the University system and opened his report with an overview of the budgeting process. The University is nearing the end of budget preparations. The Board of Trustees will meet on Monday, June 17 and the President anticipates that they will approve the budget. President Pastides anticipates that the Board will make a point for fiscal restraint and for a focus on

basic, core mission components. The President noted that the budget includes a student tuition increase of 3.16 percent, and that the General Assembly is comfortable with this increase.

The University's administration is committing to a 3-year increase in the salaries of those who are compressed. There are details to work out, and the President noted that Faculty Senate Chair Sandra Kelly will represent the vote of the faculty in supporting compression relief when she attends the upcoming Board of Trustees meeting. President Pastides thanked the Faculty Welfare Committee, under the leadership of Dr. David Mott, and the Provost's Office for supporting the resolution of the faculty salary compression issues.

The President reported on the University's activities relating to admissions season, noting that our customer base, our students and their families, have voted resoundingly for attending the University of South Carolina, here in Columbia. Throughout the system, we have relatively flat enrollments for next year. But here in Columbia, we will be at an all-time record. This increase results from our underestimating the yield, the yield being the prediction of the percentage of students who will accept our offer of admission. University leaders are anticipating that the freshman class will be somewhere around 4,900, but it could be somewhat higher than that, perhaps 4,950.

The good news is that we want to educate these large numbers of students, both within the state and from out-of-state. The President notes that both the application rate and the yield were particularly high from out-of-state residents.

The tuition revenue generated by a large entry class will be of great benefit to the University. President Pastides remarked that we are now funded more like private universities than like public universities of the past. Where 90, 80, 70, 60, 50 percent of an annual budget was comprised of the state appropriation, we are currently below 10% and slipping every year. Our funding model is, in fact, much more like a private university. In fact, it may be foreseeable at some point down the road, not anytime soon, that the revenue we receive from the South Eastern Conference for athletics will compare in the medium-term future with the monies that we receive from the state of South Carolina.

The complexity of such a large freshmen class, of course, is in providing a holistic approach to their education. We continue to look at on-going faculty recruitment efforts as well as recruiting more people who specialize in student emotional needs, health care issues and academic success. The President observed that the University takes great pride in knowing that it is the quality of our education that is driving the high interest from students and their families.

Part of the quality of our education is reflected, not only within the classroom excellence but also in programmatic excellent beyond the classroom. This year we will be concentrating on the Leadership Initiative of USC Connect. Professor Kirk Randazzo (Political Science) is our main director of the University of South Carolina Leadership

Initiative. There are many star points to the initiative. Two important points are: A new minor in Leadership, available to students in any major of the University. Much, thanks to today's approval of initiatives from Curricula and Courses. Another major component is the opportunity for a USC student to graduate with a Distinction in Leadership. The four pathways to leadership are: community service, research, global engagement, and civil and professional engagement. President Pastides invited Senators and faculty to visit the Initiative's website at [www.sc.edu/provost/leadership/](http://www.sc.edu/provost/leadership/).

President Pastides thanked Chair Sandra Kelly for her outstanding leadership as the faculty's leader in the Faculty Senate. He noted that she has been a fierce advocate for faculty affairs. The Senators recognized Chair Kelly with enthusiastic applause.

PROVOST MICHAEL AMIRIDIS echoed the President's thanks to Chair Kelly. He recalled the occasion two years ago when it had been difficult to identify a Chair to take over from Professor Patrick Nolan. Chair Kelly stepped in at that point and, as the Provost notes, she was fantastic. Provost Amiridis observed that it has been a privilege to work with her. He has seen her operate in the Board of Trustees meetings in representing the Faculty's interests, and has been delighted and very thankful for all the roles that she played during the last two years.

The Provost noted that he is looking forward to working with Professor Jim Knapp as he assumes the leadership of the Senate.

Provost Amiridis thanked the Senators for passing the two resolutions on the day's agenda. The salary compression issue has been something that we have been talking for quite some time, and the Provost is delighted that we are finally able to address it. He is excited by the fact that the Senate will be represented at the Budget Hearing of the Board on Monday and make a case for these funds, how necessary they are, and how the University's administrators will work together to create guidelines by which to move forward on this issue. While the Provost would prefer to be able to deal with it in one year, he believes that it is more likely a three-year project, and the University is committed to seeing it through.

The Provost provided a brief explanation of the admissions process that seems likely to yield a record-setting entry class. At the most basic level, our Admissions Office underestimated the strength of our brand. We had seen a slight decrease in the yield during the last three years and those dynamics were expected, since it's a national trend for more and more students to deposit to more than one university and apply to many more universities than they applied five or six years ago. Current students view the application fee as a minimal fee that they have to pay compared to the total investment that sometimes is in the hundreds of thousands, depending on the school. They even view the deposit as minimal insurance that they can take in order to extend their decisions three or four months further. One of the reasons that yields nationally have been dropping is because the same numbers of students are applying to a larger number of institutions.

We also have seen a decrease in the yield over the years because our incoming freshmen class, and the type of applicants that we attract, are better. And better students have more choices and as a result better students apply and get accepted to more universities and therefore the competition is greater.

Our Admissions officers, who are award-winning experts in their national associations, assumed that the drop in the yield would be similar to what we have seen in the last two or three years. The exact opposite thing happened. In fact, especially with out-of-state students in particular, our yield increased by a couple of percentage points. So when you are modeling for 1 percentage point down and you get 2 percentage points up, you have a 3% gap that results in hundreds of students. We went all out on recruitment and on May 3<sup>rd</sup> we ended up with 5,200 plus people who had made deposits.

The President said that we are at 5,130 right now and we expect that the final number is going to be around 4900, which presents challenges. We're working very closely with the College of Arts and Sciences, whose units and departments will face the front end of this increase. There is cost associated with educating students, and we need to make sure that we have the classes opened and that the students will be satisfied. We have to make sure that the housing is going to be available and we are fairly confident by now that we will be able to house every freshmen into the dorms without having problems in these areas.

The increasing enrollment is primarily for out-of-state students, although there is a small up-tick in the in-state as well. However, these extra 200-250, maybe even 300 students are going to be primarily out-of-state students. They are high caliber students. We expect that we are going to have record breaking SAT again, significantly higher from where we were last year (and, by the way, significantly higher in this business means 4 or 5 points). We see the increase being significant in the Honors College as well. In the Honors College, the expected number of freshmen next fall will be between 410 and 420 (compared to around 360-370 this year).

We also see a significant increase in the Capstone Scholars program, rising to over 800 students. University Administration is working with Professor Hickey to ensure the programming is optimal and that the University can accommodate them. This increase is very encouraging as a sign that our brand is becoming stronger and stronger every year across the nation.

Provost Amiridis announced the appointment of Professor John McDermott as the Interim Dean of the Darla Moore School of Business. Professor McDermott has a long history of service and support of faculty governance at the University. He has been a member of the Senate and Chair of the University Committee on Tenure and Promotion. He is long standing chair of the Department of Economics at the Darla Moore School of Business and the Provost is delighted that he has accepted this responsibility as we continue the search for the permanent Dean of the Moore School. Provost Amiridis is hopeful that we will be able to complete the search at the end of the calendar year. The Provost thanked the search committee of the Business School. They are working through

the summer, screening candidates and getting ready to bring in again finalists as soon as the entire school comes back in August.

Provost Amiridis provided an update on activities that will be taking place in the fall. A major focus will be the SACS reports, due earlier now that SACS has changed the structure for reporting. SACS visits now are followed by substantive reports produced within five years of the most recent visit. In the case of USC, this report is due in two years. The Provost's Office will begin assembling the necessary committees in the fall.

The University will also begin preparation for the effects of the Affordable Care Act, which takes effect on January 1, 2014 and will affect the University in significant ways. It's going to affect us in terms of finances because the insurance premiums are going to change for full-time employees. That will present a financial challenge for the University, and will be discussed in the next budgeting cycles. The Act will also affect academic programming, especially as it applies (or doesn't apply) to adjunct and temporary faculty. The Provost emphasized that he and the President are committed to supporting the health care coverage of temporary employees and are monitoring the national environment and trends regarding the application of the Act. The Provost is following a discussion of how 30 hours of work is defined in terms of teaching load. He noted that the University is not going to deviate from the national trends and that we are going to provide the coverage that we need to provide to our temporary faculty members as is discussed in the National Forum. The Provost's Office will be working closely with the Faculty Welfare Committee and the Faculty Budget Committee as the University works through the challenges presented by the Affordable Care Act.

Another focus issue for the fall is the proliferation of dual enrollment courses offered at institutions across the state and across the nation. These are courses with University designations that high school students take while they are in high school, usually from a local institution. The students then use these dual enrollment courses both to satisfy their high school graduation requirements and also to accrue college credit. The Provost emphasized that these are not traditional advanced placement courses, but a separate category of dual-purpose courses that are very popular with students and families. The Provost is concerned that many institutions that offer these courses are not monitoring the quality of the courses, resulting in accrual of what is presented as college credits by students who are not qualified to do college work as measured by all the conventional metrics. The University leadership is working with the leadership of some of the institutions that offer these types of courses to see what can be done to increase the quality of the programming. Provost Amiridis will be bringing some of these ideas to the Senate in the fall.

## **5. Report of Chair.**

CHAIR KELLY delivered her last report as Chair of the Faculty Senate. She thanked the President, the Provost, and the Senators for their appreciation noting that, as she has said on previous occasions, one of the great things about being Chair is how many wonderful

people she's met who really care about the institute and who really work hard for the institute.

Chair Kelly recognized and thanked outgoing Parliamentarian Mark Tompkins (Political Science), who has served in the position since 2006 through four Chairs and two Secretaries. Chair Kelly observed that not a month goes by that someone doesn't have a question for the Parliamentarian, and Professor Tompkins's expertise in the role has enabled the leadership of the Senate to operate smoothly.

Chair Kelly echoed the President's assessment that one of the fun things about being Faculty Senate Chair is that one learns a lot about the University and how it works. The position has also given her the opportunity to be an advocate for the faculty with the Board of Trustees. She has told the Board that one of the things that all USC faculty have in common is a passion for their disciplines and for conveying that information to students. That passion is fundamental to what it means to be a faculty member.

Chair Kelly noted that one thing that makes a university very different from a business is that, in addition to conducting the business of the university, the faculty members are heavily involved in the decision-making processes at the university. Our key administrators come from the ranks of faculty. They understand that passion for research, scholarship and teaching. Participation in the decision-making process at the university is part of our service obligation. Every committee at this university has faculty representation. Sometimes a committee is composed entirely of faculty, like the UCTP. The service obligation is so important because it keeps that passion for teaching and scholarship as a guide for the decisions that are made to run the university. Chair Kelly encouraged Faculty members to continue to be involved in University service and Faculty governance. That service is what makes the University, a university as oppose to simply a business.

## **6. Unfinished Business.**

SECRETARY MAXWELL returned to collect further nominations to the Board of Visitors. There were none and Professor Bob Best was elected. Professor Maxwell thanked Professor Best for being willing to serve.

## **7. New Business.**

There was no new business.

## **8. Good of the Order.**

There were no announcements for the good of the Order.

## **9. Adjournment.**

A motion to adjourn was seconded and passed. The next meeting of the Faculty Senate will be held on Wednesday, September 11, 2013, at 3:00 p.m. in the School of Law Auditorium.