

FACULTY SENATE MEETING
November 6, 2013

1. Call to Order.

CHAIR JAMES KNAPP (Earth & Ocean Sciences) called the meeting to order and welcomed senators, members of the University administration, faculty members, and guests.

2. Corrections to and Approval of Minutes.

CHAIR KNAPP asked for corrections to the minutes of the October 2, 2013 meeting. There were none and the minutes were approved as posted.

3. Invited Guest

DR. JIM AUGUSTINE (Medicine & USC Ombudsman) presented his annual report (please see agenda package, pages 1-6). Dr. Augustine opened his report with some background information on the Ombudsman's Office.

This term "ombudsman" is from the Swedish language and it means "a representative." An ombuds is a designated neutral who deals with conflicts and concerns. Dr. Augustine's job is to deal with conflicts and concerns of our faculty here at the University of South Carolina and on all our campuses. There are ombuds in all sorts of organizations, private and public, governmental agencies, as well as academic institutions. Dr. Augustine is a confidential, neutral, informal and independent resource and functions under a code of ethics and standards of practice of the International Ombudsman Association (IOA). There are some 737 individuals who are members of this organization and about a third of them serve in academic institutions. We have ombuds-like individuals serving our students, serving our staff, and a couple years ago we established an ombuds for graduate students under the auspices of the office of Dale Moore in the Graduate School.

The job of the ombuds is to contribute something in some small measure to the solution of a problem and then get out of the way and let others make decisions for themselves. Dr. Augustine listens and tries to understand the issue, offers information about policies and procedures, discusses and clarifies issues that are of concern, tries to look at all of the options that are available, gather information for the faculty member if necessary, and perhaps even refer them to other resources. Maybe help them prepare for a difficult conversation or maybe to write a letter of some sort, but basically to facilitate communication if at all possible between the parties involved, perhaps work for a collaborative agreement. The Ombuds does not make decisions for the visitor, does not participate in formal investigations or offer legal advice or psychological counseling or participate in formal processes. Dr. Augustine is not an agent of notice for the institution nor does he serve as an advocate for any individual. He does not make decisions or

mandate policies. He does not create or maintain records of information shared by visitors.

The annual report is based on nine reporting categories that are developed by the International Ombudsman Association. When someone visits the Ombuds, after he's talked with the visitor, Dr. Augustine makes a check on his sheet where he thinks the person's concern falls in the reporting categories. This year he had 49 visitors, as well as a plethora of phone calls and emails. Over the past 7 years he has talked with 360 faculty members here at USC for an average of about 51 per year.

Dr. Augustine commended the Senate and all who participated in the development of the new policy on workplace bullying.

Dr. Augustine closed his report by raising an issue that has been of concern to him and that relates to our 580 non-tenure track faculty on the Columbia campus and others on our four-year campuses and on the Palmetto college campuses. Many of them have visited the Ombuds Office to express concern that their work is under appreciated; they perhaps are underpaid, and perhaps disrespected. In the past year or two a number of academic institutions have developed some kind of task force that has been given the task of looking into the welfare of non-tenure track faculty, doing a thorough and systematic study of issues related to them including contracts (a subject of concern that Dr. Augustine sees frequently), length of appointment, rank, promotion, how they are evaluated, how they are recognized or not recognized, compensation, their role in faculty governance and other relevant policies. Dr. Augustine suggested that it might be worthwhile for the Faculty Senate or some other group to conduct a similar study and to see if there is something we can do that we are not doing.

Dr. Augustine opened the floor for questions, and then thanked the Senate for its time and support of the Ombuds Office. He noted that without the support of the central administration and others in Osborne, it would not be possible for him to carry out the duties of the office, and he thanked the administration for its support, as well.

4. Report of Committees.

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

PROFESSOR BRIAN HABING (Statistics) presented proposals from the Office of the Provost, the College of Arts and Sciences, the Moore School of Business, the College of Education, the College of Engineering and Computing, the College of Mass Communication and Information Studies, the School of Music, and the Arnold School of Public Health (please see pages 1-11). The proposals were accepted as presented.

b. Committee on Instructional Development, Professor Charley Adams, Chair:

PROFESSOR HABING, on behalf of Professor Charley Adams, presented one proposal for the addition of distance education delivery approval for ACCT 324 from System Affairs and Extended University. The proposal was approved as presented.

5. Reports of Officers.

PRESIDENT HARRIS PASTIDES was unable to attend the meeting, as he was involved in a meeting with the Governor and with presidents of the various public universities in the state.

PROVOST MICHAEL AMIRIDIS noted that the purpose of the meeting was to discuss the general budgetary issues in higher education, and that he was sure that President Pastides would bring up the fair funding proposal. We are proposing, in essence, a moratorium on tuition increases provided that the state provides the necessary funding to address all increases in health care costs that will come down the pipeline, and any across-the-board merit raises that the legislature may approve for state employees. We are also seeking the equivalent of a percentage increase in tuition.

The Provost thanked Professor Jim Augustine for the work he has done to bring forward concerns, complaints, conflicts of our faculty. He noted that we haven't resolved every issue discovered by the Ombudsman's Office, but that we have attempted to resolve every issue. Professor Augustine is an extremely valuable resource from the point of view of the administration and the Provost hopes the same is true from the point of view of the faculty.

Provost Amiridis introduced to the Senate our recently appointed Chief Diversity Officer for the University, Dr. John Dozier, who was visiting the meeting to see how our Faculty Senate works. Dr. Dozier is going to be taking the responsibility of organizing all of our activities from a diversity standpoint. The Provost noted that, in Dr. Dozier's perspective, diversity is not limited to concerns of race; it means gender, it means sexual orientation, it means cultural diversity, and everything that is included in the term. Provost Amiridis recognized and thanked Dr. Christine Curtis who, in the absence of an official Diversity Officer, has been functioning informally in this capacity. She will be working closely with Dr. Dozier to implement his strategic plan.

The Provost announced that Dean Dick Hoppmann of the School of Medicine decided to step down at the end of the previous month. Provost Amiridis thanked Dean Hoppmann for his contributions to the School of Medicine, noting that he assumed the deanship during a time of great need at the School of Medicine, and helped move its programs in a positive direction. Under Dean Hoppmann's leadership, the School of Medicine has made significant progress with the ultrasound education component, which really was one of his passions, and has placed us very well nationally and internationally within this field. Dean Hoppmann is going to be the Director of the Ultrasound Institute in the School of Medicine. In the meantime, Professor Caughman Taylor, who is the Chair of Pediatrics, has stepped into the Interim Dean role for an unspecified period of time. He

hopes that it is going to be six months, but the Provost suggested that it may be closer to a year. We will start the search for a new dean in the near future.

Provost Amiridis announced that for another year we have another round of Provost Grants in all the different areas that we have supported over the last 5 years. By now it may feel almost automatic but the Provost noted that 5 years ago this initiative did not exist. He is delighted by the continuous participation of the faculty in all categories and the success that the faculty had with these grants. Our faculty's accomplishments and outcomes are a strong motivator for the Provost's Office to continue providing this support.

Provost Amiridis reported that since the beginning of September we have completed the process for the salary compression funding distribution among the different recipients of these raises. The process has been discussed in the Faculty Senate, the Faculty Budget Committee, and the Faculty Welfare Committee. We arrived together at the algorithm and the process that we used. The Provost is satisfied with the way that it worked and understands that the recipients of the raises are somewhat satisfied (everybody thought that they deserved more and they do deserve more and the people who did not receive raises are not satisfied and he understands that). Provost Amiridis asked for feedback from the Senate and the faculty about how the process worked and whether they have been satisfied with this process or not. The Provost reminded everyone that this is one step in a three-step process. Funding for steps number two and steps number three are not guaranteed, so we have to go through the same process again and secure the funds for next year's budget from the Board of Trustees. Provost Amiridis reiterated his and President Pastides' commitment to addressing the salary compression issues. They plan to make this a top priority for the next budgetary cycle – if it is, indeed, a top priority of the faculty. He asked for the support of the Faculty Senate and for that of Chair Knapp. The Provost noted that during the spring budget cycle, the faculty will be asked to take a position on the issue in order to direct the administration in advancing the issue for the next budget year.

Provost Amiridis briefed the Senate on the formula used in this year's campaign against salary compression: Last year we started by examining the salaries of everybody who was beyond 10% of the average and in some cases we moved closer to 7.5% in some colleges. This year we will change the parameters. That is a discussion that we need to have with the Faculty Budget Committee and the Faculty Welfare Committee to make sure that the two committees are okay with the process.

The Provost then reported on his and the President's recent activities in Latin America. Three weeks ago, they spent four days visiting Lima, Peru, and Bogotá, Colombia, looking at opportunities to deliver educational modules, maybe in person, most likely electronically. Our understanding from the partners that we have and with whom we have talked tell us that these are strong emerging markets with a significant desire for an American type of education, American credentials.

The landscape in both is impressive, although they are very different countries. Few neighborhoods in Lima resemble Western architecture, but its population is expanding rapidly. Fifty percent of the population is under the age of 27, and this segment of the population is in the market for educational opportunities as vehicles to promote themselves socially and professionally. Bogotá has a higher percentage of the landscape that resembles a Western European, or even an American, city. Higher education appears to be rather unregulated. Students frequently study at private and public institutions simultaneously, and tuition is typically paid by the month.

The President and the Provost returned with many thoughts but also questions on how our University can enter the market in Peru and Colombia. What can we offer? Should this be a mainstream academic effort or should it be more of an extension – continuing education, professional education type of effort? What are the risks involved? What are the benefits? We are very seriously thinking about all of this with two parameters in mind. It is time to try to consider different revenue streams to feed the core function of the University, which is the academic function of the institution, because the traditional ways of funding the academic functions of the university have hit a ceiling. This is not going to change in the near future. We are not going to get significant appropriations from the state. We are under tremendous pressure in terms of the tuition. We cannot continue to increase the size of the undergraduate population. So we have to look at alternative revenue streams.

Provost Amiridis reported that he was recently in a meeting with provosts from 30 other large research universities in Washington, D.C. He was surprised to learn that a number of big public institutions with reputations which are better than ours in terms of ranking agencies and places like AAU or the Carnegie Foundation had to accept 80-90% of their undergraduate applicants to make their class. Our University is in a much better position with regard to undergraduate applications, and we must be mindful not do anything that will hurt our brand while we are trying to collect revenue from other sources. The Provost noted that he is always looking for good ideas, and invited input from the Senators and faculty. If you have any good ideas, please let me know. I'm always looking for help.

The Provost opened the floor for questions.

PROFESSOR ERNIE WIGGINS (Journalism & Mass Communications) noted that while he is interested in the initiative in South America, he is also interested in what is going on in India. The President had mentioned the visiting of the subcontinent some time ago and Professor Wiggins was looking for an update.

PROVOST AMIRIDIS reported that USC had focused its investigative efforts on the Indian State of Gujarat because we saw some very specific opportunities there – similarities between South Carolina and Gujarat in terms of tourism as being a main attraction in the area, and in the development that they have in manufacturing. We are still not sure how this is going to play out. It is the Wild West in terms of the educational landscape in India right now. The government has opened up the door for private

universities to be created and there are hundreds of them being created. The existing national universities are very strong. It is very difficult from an outsider's point of view to look at this landscape and figure out who is going to be a survivor and a real contributor at the end of the transition state and who is not. We had one agreement to help develop a specific institution in the area of tourism and this didn't go very well. At the end the agreement was cancelled half way through, so the Provost feels that it's fair to say that we are still testing the waters.

An UNIDENTIFIED SENATOR asked if USC is going to other countries in Latin America.

PROVOST AMIRIDIS reported that we have plans to visit Argentina and Brazil.

6. Report of Chair.

CHAIR KNAPP reported that the proposed changes to the Faculty Manual concerning the Workplace Bullying Policy were approved at a Special Called Meeting of the General Faculty on Wednesday, the 23rd of October, 2013. We had very useful dialogue about the proposed policy and the intended changes to the Faculty Manual. The motion to approve those changes in the Faculty Manual was passed unanimously by a voice vote. This is the conclusion of an issue that has been before this body for a considerable period of time. The related policy on Workplace Bullying is now with the Provost's Office and moving through the approval process that is provided for University policies. Our hope is that both the proposed new policy and the changes to the Faculty Manual will be before the Board of Trustees for their December meeting, at which point they could potentially approve those and they would go into effect on the day they are approved.

Accordingly, we made a provision for populating the newly established Faculty Senate Committee on Professional Conduct and that was included in the Faculty Senate committee volunteer form which will be distributed soon.

Chair Knapp encouraged Senators to volunteer for the Faculty Senate committees, and to encourage colleagues to volunteer. It is really on the basis of that volunteer effort that much of the important work of the Senate is carried out.

Chair Knapp noted that the Faculty Manual currently provides for two meetings of the General Faculty per year, one by or before the first week of September and a second one that takes place during the month of April. The effect of that is that typically we have either the business at the beginning of the year welcoming new faculty to the campus and at the end of the year honoring our faculty awardees, but if any problem arises in preparing business to bring before the General Faculty and we don't get it to those meetings we end up missing the opportunity to move business forward and then the committee roll over at the end of the year and we are back to square one.

Chair Knapp discussed this with the President and, with his support, charge the Faculty Advisory Committee to look at a provision for adding an additional General Faculty

meeting on an annual basis, to be held either in the fall semester towards the latter end of the term or in January when we don't have a separate Faculty Senate meeting. Perhaps there is a model where we could have a movable date but the point is to introduce another opportunity for us to move business as a General Faculty without the necessary drama of calling a special meeting of the General Faculty. Chair Knapp will report back on that initiative.

The Faculty Budget Committee met with the Chief Financial Officer Ed Walton this past week to discuss the President's Fair Funding Initiative for higher education. It was a very useful and productive discussion and should help guide the Faculty Budget Committee in drafting a resolution to bring before the Faculty Senate in support of the initiative by the President. This is not something necessarily that will take place within the course of this year but is something that we as a faculty have an important voice to bring to the table. The Faculty Budget Committee is now armed with some useful information on how we might best support that initiative. One of the things that came up in that discussion is a mechanism whereby we can accurately track our students once they have earned their degrees and moved into the work force. This is something that Chair Knapp thinks the administration feels would weigh heavily with state legislators, who are constantly looking at what the economic impact of our efforts here at the university are and certainly training tomorrow's work force and leaders in the state would be a big part of that. In addition, that is more and more becoming a metric by which universities are measured in their rankings such as those in U.S. News and World Report. There are any number of ways in which it would behoove us as a university to figure out a way to gather that information.

Both the Faculty Budget and the Faculty Welfare committees are examining the potential impacts of the implementation of the Affordable Care Act. We are looking at impacts both on the University budget overall what the unfunded mandates from the Affordable Care Act may be for employers across the board, as well as on individual members of the faculty. Many faculty members are insured through the University and many of us are unclear on the implications for our health care coverage. The intent is to speak with the Vice President for Human Resources to gain some insight on the University perspective on the impacts of the Affordable Care Act and hopefully disseminate to the faculty in some concise way what the perceived potential impacts are for us both as individual faculty members as well as the University overall. The Committees will have more information forthcoming on that.

7. Unfinished Business.

There was no unfinished business.

8. New Business.

There was no new business.

9. Good of the Order.

There were no announcements for the Good of the Order.

10. Adjournment.

A motion to adjourn was seconded and passed. The next meeting of the Faculty Senate will be held on Wednesday, December 4, 2013, at 3:00 p.m. in the Law School Auditorium.