

FACULTY SENATE MEETING
December 4, 2013

1. Call to Order.

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

2. Corrections to and Approval of Minutes.

CHAIR KNAPP reported a correction to the minutes of the meeting of November 6, 2013. During his report at the meeting, Chair Knapp indicated that the changes to the Faculty Manual approved by the General Faculty at the Special Called Meeting on 23rd October, 2013 would be before the Board of Trustees at their December and go into effect on January 1, 2014. Chair Knapp noted that this statement was made in error and that, following the meeting he was reminded by Senior Vice Provost Christine Curtis that actions by the Board of Trustees are in effect as of the day and time they are taken. Accordingly, the Faculty Manual changes concerning Workplace Bullying would be considered and if approved, take effect at the 17th December, 2013, meeting of the USC Board of Trustees. Chair Knapp asked that this correction be reflected in the minutes. There were no additional corrections and the minutes were approved as amended.

3. Invited Guest

CHAIR KNAPP welcomed Athletic Director Ray Tanner to the podium to address the Faculty Senate, and provided some background information for those unfamiliar with Coach Tanner's work. Before accepting his current position as Athletic Director at the University of South Carolina, Coach Tanner established an outstanding record as head coach of the USC Men's baseball team, leading to back to back national championships in 2010 and 2011. Just as impressive is the fact that, under Coach Tanner's leadership, our team had one of if not the highest levels academic achievements of all of the teams which competed in the college world series.

COACH TANNER opened his report by expressing his gratitude, and that of the Athletic Director's Office, for the support that the University's faculty and staff offer its student athletes. He provided some highlights of the academic achievements of our student athletes.

We have 528 student athletes and as we end the semester and head into exams, the Athletic Department is aiming for 14 semesters in a row where our student athletes have achieved a 3.0 or better as a group. For the last 6 years in the SEC, we have led the conference in student athletes on the honor roll, for which a student must have a 3.0 for the fall and the spring. Six years in a row the University of South Carolina has been #1. We have had quite a bit of success competing in sports but we have had a lot of success

academically, as well, and Coach Tanner again thanked the faculty and staff for the impact that they have made in working with our student athletes.

Coach Tanner then provided an overview of the activities of the teams during the last few months.

Our Women's Soccer team, under the leadership of Coach Shelley Smith, finished at 17 and 4 and two ties this fall. They lost in the second round at Stanford in overtime, but have had a tremendous year. The 6 out of the last 7 years, we have made it to the post season.

Our Women's Basketball team, under the leadership of Coach Dawn Staley, is also 8 and 0 start. The team is ranked 10th and 12th in the two polls. This is the highest that we have been ranked since 2000-2001. Coach Tanner was proud to report that Coach Dawn Staley was inducted into the Naismith Hall of Fame in September.

Our Men's Swimming team recently beat LSU and we are currently ranked 17th in the country.

Our Men's Golf team is ranked 24th in Golf Week. Our Women's Golf team is ranked 16th in the country.

Our Equestrian team last year won the first SEC Equestrian Championship that was offered in the SEC and currently we are ranked #1 in the country. Coach Boo Major's team is in a great position right now.

Our Baseball team has a recruiting class that is ranked #3 in the country.

Our Women's Softball team now has a stadium to play in, and Coach Tanner encouraged everyone to check out the team and the stadium in the spring. Coach Smith has a great team. She got into the post season last year, went to the regionals at University of Texas and this spring we are hosting the SEC Women's Softball Championship, with every game will be televised by ESPN.

The Sand Volleyball women's team will kick off March 22. It will be the first home event in the spring, so we are excited about our 21st sport being Sand Volleyball.

Coach Tanner delivered an update on our athletic facilities. We are beginning a process of adding two practice fields for our football team behind Gamecock Park. We are moving forward with an indoor practice facility for football, as well. Regarding the plaza around Williams-Brice Stadium, we hope to get that underway after the 14th season is complete.

We are also moving forward with a Men's and Women's Soccer complex next to Stone Stadium, which will feature new locker rooms for both the men and women, a video room, and weight room to enhance our opportunities to recruit at the highest level.

Our Tennis facility is gaining locker rooms for both the men and the women, again to provide resources to enhance recruiting and have an athlete experience that is second to none.

Coach Tanner is enthusiastic about the improvements to facilities for the men's and women's track program. Our women won the national championship in 2002 and have not had any improvements to that facility since then but that is about to change. We are building a new track and are going to turn the field house into an indoor track. Coach Curtis Fry is a Hall of Fame Coach and an Olympic Coach and will be inducted into the Track Hall of Fame here in December.

In Football, Coach Spurrier is in his 9th season. He has 218 career wins - 76 as a Gamecock. He is 3rd among active coaches in wins, behind Frank Beamer from Virginia Tech and Mack Brown from Texas. We had 7 sell outs this year in football – 7 home games, 7 sell outs. We have a great program, we have a great university, we have a great fan base and Coach Tanner noted that is not an easy task today. We also won 18 straight home games, which is the longest current home winning streak in the country. This is the third year in a row that we won at least 6 games in the conference for our football team. This senior class has won 41 games, which is the most wins ever in a 4-year period. We also had the youngest team in the country in college football, with only 5 seniors on the roster. Connor Shaw has 26 wins as a starting quarterback, which is also a school record. He broke Todd Ellis's record and he is 17 and 0 as a starter at Williams-Brice.

We are excited about the bowl opportunity on the horizon. Maybe the Cotton Bowl, maybe the Capital One Bowl. Before Coach Spurrier got here, we were 9 games under .500 and since Coach Spurrier has taken over we are 25 games above 500. We've had a lot exciting players: Mike Davis rushed for a 1,000 yards and he was only the 8th player in school history to do that; Connor Shaw is a finalist for Johnny Unitas Golden Arm award; and J.D. Clowney and his accolades – a lot of wonderful things happening.

Coach Tanner reported that the SEC Network kicks off next August, and we will be the first live event when we play Texas A&M in football here at Williams-Brice.

Coach Tanner closed his report by describing his vision for the student athletes and the athletic department. His vision is to be in a position with the faculty and staff, with our coaches, with our alumni, and our fan base to provide opportunities for our student athletes to excel at the highest level academically and athletically. Coach Tanner is honored to be in the position and again expressed his appreciation for the efforts of the faculty and staff. He then opened the floor for questions.

PROFESSOR SCOTT TURNER (Business Administration) noted that there has been much attention focused on the subject of concussions incurred by student athletes and

wondered how the Athletic Department is planning for the associated personal and financial risk.

COACH TANNER explained that the Athletics Department takes the concussion issue very seriously and that even during practice many players wear an additional helmet protection piece that gives the helmet increased ability to withstand helmet-to-helmet contact. Coach Tanner also noted that the downside of concentrating on avoiding upper-extremity contact increases the incidence of lower-extremity injuries. John Kasik, who heads up our Sport Medicine, and Dr. Guy and his staff, make player safety a priority. We are on the cutting edge and doing what we need to do at this university and in the SEC.

CHAIR KNAPP congratulated Coach Tanner on the fact that we have been leading the SEC academically for as long as we have, and asked whether, beyond the outstanding faculty that we have, if there are other specific things that, from the Coach's point of view, have contributed to that continuing academic success.

COACH TANNER noted the importance of the Academic Enrichment Center on the athletics village, named "The Dodie" in honor of Dodie Anderson. The facility provides a support network for our student athletes and touches on many aspects of their lives: it is where our student athletes come after practice, where they eat their dinner, where they do their studying, where they meet tutors or have group sessions. The environment is very productive for academic success and it is part of their routine.

Coach Tanner also credited the coaches - who they are, what they stand for, and their integrity. It is likely that our student athletes will go into professions other than the sports they currently play, and their academic achievement will prepare them for success beyond their sports.

PROFESSOR CHRISTIAN ANDERSON (Education) asked where Coach Tanner stands on the issue of whether student athletes should be paid beyond tuition, room and board, and scholarships.

COACH TANNER explained that he does not like the word "pay" and that he is not in favor of paying student athletes. He suggested if we get to a point in some instances where there is a "stipend" for the men and the women who participate in college athletics, he would want all members of all teams to be treated equally. Coach Tanner noted that student athlete's lives have changed over the years. They used to go home for the summer and they used to get jobs – internships, part-time work, but the landscape has changed. Athletes are on campus, for the most part, 11 out of 12 months in all sports. They are here for summer school, they stay, they train, they participate. The support that the University provides for our student athletes translates into financial benefits. A student athlete on a full scholarship has the chance to leave this university with a degree and with no debt. Coach Tanner would be willing to consider a "stipend" situation, because it is difficult for student athletes to hold jobs, but he would want it to be within reason.

4. Report of Committees.

CHAIR KNAPP – Let’s turn to the reports of the faculty committees. Professor Brian Habing from the Department of Statistics has a report from the Committee on Curricula and Courses.

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

PROFESSOR BRIAN HABING (Statistics) made an amendment to the report regarding changes on page 17 of the attachment. The proposal will add course MATH 174 as a requirement and, therefore, the language will read: “In addition to the general education and progression requirements of the College of Engineering and Computing, a grade of C or better is required **in all CSCE courses applied to the degree and in either MATH 174 or MATH 374.**”

Professor Habing brought forward proposals from the Carolina Core, 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 Communications and Information Studies, the School of Music, the College of Pharmacy, the Arnold School of Public Health, and System Affairs and Extended University (please see attachment, pages 1-39).

The proposals were approved.

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

PROFESSOR HABING, on behalf of Professor Charley Adams, brought forward distance education proposals from the College of Arts and Sciences, the College of Education, the College of Mass Communication and Information Studies, and System Affairs and Extended University.

The proposals were approved.

5. Reports of Officers.

PRESIDENT HARRIS PASTIDES wished a good day to his faculty colleagues, to Faculty Senators, and to Coach Tanner.

President Pastides noted how much we appreciate the financial support that Athletics provides to our academic mission. He observed how there is a small number of universities, perhaps 25 or 30, where the net cash flow is from athletics to academics. For the other 4,000-plus institutions of higher education in the nation, the net flow is cash from whatever source toward athletics. So we are very lucky in that regard. Athletics sends over each year about \$9 million for the tuition for its students. This is in contrast to the system in many other universities where the tuition from other students subsidizes the tuition of varsity athletes. Athletics also provides several million dollars per year in funds that flow through the Provost’s Office and the Vice President for Student Affairs

Office, mainly in the form of scholarships for needy and deserving students. The President expressed to Coach Tanner the University's appreciation for that financial support.

On December 11th President Pastides will be participating at the White House at a day-long summit dedicated to launching a plan for increasing access to an affordable college education. He will be one of about a dozen university presidents in the country who have been invited. He was invited by Gene Sperling, who is the Director of the National Economic Council to President Obama and also Assistant to the President for Educational Policy, and will be joined there by the Secretary of Education, as well. Some of our initiatives here at Carolina to promote flexibility, access, and affordability have gained some attention. They include the Gamecock Guarantee, the Gamecock Gateway, Palmetto College, On Your Time Graduation and others. Summit organizers asked President Pastides to identify one of these initiatives to provide demonstrable evidence of what we are doing. He will be talking about our "On Your Time" initiative. It is a system-wide initiative where, for students who need the flexibility, we are deconstructing to the degree possible the traditional academic calendar, which focuses on the fall and spring semesters as the time for earning course credits and leaves students to their own devices during the summer, the winter recess, and the month of May. We are trying to provide more and the key is not more courses but more core courses in the general education requirement and across all majors at all times of the year. We plan to work with our regional campuses, where we transfer a lot of students to USC Columbia, and to talk more to K-12 students, especially in grades 10, 11, and 12. President Pastides believes that every student ought to be challenged to determine for themselves - What does graduating "on their time" mean? It could mean the traditional four years, but it could also mean a deviation away from the traditional schedule, and we want to facilitate our students' options for graduation scheduling.

On a related note, President Pastides reported that Mrs. Obama is going to adopt college access as her main initiative for the administration's second term in the White House. She will continue her efforts in obesity and public health but she will be the White House champion for college access.

On the 6th of November, President Pastides met at the SC Governor's Mansion with Governor Haley and all other public university presidents to pitch yet again an advance toward a "Fair Funding" model for higher education. The university presidents were apprised of the state's many other needs, such as health care, Medicaid expansion, K-12, port deepening, need for better roads and more prisons. President Pastides made a pitch not on humanitarian grounds but on economic and social development grounds. He believes that the future Boeings and BMWs will not come to South Carolina only because of a deep port or because of it being a so-called "right to work" state but because of an educated work force, because of a cultural and social well-being that is to be found in South Carolina or not to be found in South Carolina.

The General Assembly will return to work in early January of next year. President Pastides met today with leaders of the House to talk to them about shifting the burden of

tuition away from the working class families of South Carolina and onto the General Tax roll. We are calling the proposal “Tuition Time Out.” We are asking to replace money that we would be seeking in an average tuition increase next year to allow us to not raise tuition, but we cannot do it without deriving the income from somewhere. We are asking the Legislature for the equivalent of about \$11 million, which is what we would derive at USC by increasing tuition 3%. The president will report on those developments as they occur.

On November 1st we had the ground breaking for our Alumni Center, to be located across from the Columbia Metropolitan Convention Center. It will be a magnificent building and the University has long needed a facility of this kind to create a welcoming experience for our alumni and provide support for alumni activities. The president noted that the Alumni Center will be paid for mainly through philanthropy.

President Pastides reported on various holiday activities that he and Mrs. Moore-Pastides have attended, including the Menorah lighting at the statehouse and the lighting of the holiday tree at USC. He encouraged the USC community to take an opportunity during the holidays to replenish for the New Year, which will be another remarkably busy one. He thanked faculty and staff for their efforts and hard work and wished everyone a safe and happy holiday season.

The president closed his report with an update on the Assembly Street renovation project, which is aimed at improving pedestrian safety. There will be, on average, 5,000 students crossing Assembly Street once the new building housing the Darla Moore School of Business opens. A lane of traffic in either direction on Assembly has been removed. There will be a wider central plaza with trees and safer crossing areas. The tunnel going underneath Assembly Street at the Law School will be renovated, as well, in time for the Moore School opening in May. We are imagining Greene Street as a totally pedestrian street, and a bike friendly street as well.

President Pastides opened the floor for questions.

PROFESSOR JOHN GREGO (Statistics) noted the coverage in the Daily Gamecock regarding student opposition or concern about the possible sale of the Prince George tract along the coast, and asked for the President’s position on the issue.

PRESIDENT PASTIDES noted that the university acquired many years ago a piece of land with only a tiny amount of frontage on the ocean, but it opens up across Route 17 onto the western side of Route 17. It is fairly pristine and important land that is basically tree-filled right now. We acquired it long, long ago at very low cost and thought that we would hold onto it for a long time. The university doesn’t particularly need to own land, although there is no active interest in selling it right now. We are not looking for a buyer. It is very difficult to say that it will never be for sale because then the question is - What will the University do with this property? We would liquidate it for purposes that would be ecologically appropriate? Would it be used as recreational land or, if there were a developer who came forward with an idea that the community and John Palms thought

was appropriate and in keeping with quality of the land and the landscape, then would we offer it up? The President suggested that some people misconstrued the intent and believed the property will be available for sale to the highest bidder regardless of the intended use of the property. That is not the case. Keeping the property with no utilization in mind is not appropriate either. Our commitment is to hold onto to the property until or unless we have an offer that would be acceptable to the neighboring communities and that would be in keeping with the purpose that would preserve in large measure the beauty and pristine nature of the property.

PROVOST MICHAEL AMIRIDIS opened his report by expressing his appreciation to Coach Ray Tanner, noting that Coach Tanner has the academic mission of the institution at heart and it makes the cooperation between academics and athletics a very easy one. The Provost added his congratulations on the academic accomplishments of our student athletes.

Provost Amiridis expressed his sincere appreciation, and that of the President, for the work that Dean DiPiro has done as the founding Dean of the South Carolina College of Pharmacy. Dean DiPiro today contacted his faculty in the College of Pharmacy and he let the Administration know that he is going to be moving to another institution. A search will launch in a few weeks for a new dean for the College of Pharmacy, and the Provost will keep the senate informed as the search progresses.

Provost Amiridis is very optimistic that we will be able to announce the appointment of the new dean in the Darla Moore School of Business before the end of the calendar year. We are in the final stage of the negotiations with the leading candidate, and the Provost expects a public announcement in the next couple of weeks.

The Provost presented an overview of how the University is positioned for the new year. The Vice President for Student Affairs has indicated that we have a strong application pool once again at a time that other institutions struggle to make their freshman class. It appears that for another year the number of applications has gone up significantly despite the fact there is a lower number of high school graduates in South Carolina. The growth that we are seeing for this year is primarily from out-of-state students, and the number of out-of-state applications that we received this year is up more than 10% compared to last year. The quality of the applications, once again, is significantly better. Just to put things in perspective there are some flagship public universities across the country, one in particular which is a member of the AAU, that last year in order to make their freshmen admitted 92% of the applicants. Some schools have had significant challenges at the same time that our brand is getting stronger and stronger every year. Provost Amiridis credits the work of our faculty and staff and the academic success of our students.

The Provost notes that the University has made significant improvement in the area of student advisement. The issue has been raised in the past by students and parents and the University has been focusing on improving the system. We now have an electronic system that we are implementing across the campus. We are fairly close to having a

common email system, which was one of the obstacles in our advisement process. The students could not necessarily get in touch with advisors or faculty members who were in different colleges.

One of the most difficult aspects was advising students who were changing majors and in particular students who were changing colleges. In many cases these students were falling through the cracks during the transition. Since the trend is toward students changing colleges and disciplines, the University has focused on the issue. We have added personnel in these areas. Student Affairs has added some campus wide advisors for this type of students. The advising process varies from college to college and discipline to discipline, and the Provost expects that that each one of the units and the colleges will continue in its own way, but we are trying to set up some minimal expectations for outcomes for an advising session. The process is not just about signing up for classes; discussions need to take place about future opportunities, feedback needs to be given about previous classes, and some understanding needs to be imparted of graduation requirements. Dr. Helen Doerpinghaus is leading the initiative to improve the advisement process.

Provost Amiridis then touched on the issue of the scholarly productivity of our faculty and the ways that we have to analyze it and to strategically plan around these analyses. The Board of Trustees has approved a contract with a company called Academic Analytics. In essence, the company is a database service that matches different research outcomes (whether these are publications, books, grants from the federal registers) with individuals. The system allows us to data-mine this database, create reports for departments, and compare and contrast our strengths and weaknesses. The service also has a database of awards, national and local, as well as other metrics.

Many of the AAU institutions in the country use this database, as well as all of our peer aspirant schools in our institutional dashboard. We are at the end of a very labor-intensive process that took us around 3 months to make sure that all of our faculty members are correctly identified and are given credit in the database for their scholarly output. The Provost expects that we will finish this identification process by the end of the fall and then we will be able to use the service to get data sets and start making comparisons. Say, for example, that the Department of Chemical Engineering does very well in publications but not very well in getting national awards or alternatively, they have a very good percentage of funding success but are focusing on small grants. These are the type of questions that we can ask and these are the type of questions that individual colleges can use in order to see which areas need strengthening in terms of where they are in comparison to peer and peer aspirant schools.

In either February or March, the Provost will make a presentation to the Senate with slides to demonstrate what kind of data we can get, how we can group the data, and what kind of questions we can ask and, potentially, get answers. This kind of data will give the University the opportunity to evaluate its strengths and weaknesses based on fact and not on perception.

Provost Amiridis wished a happy holiday for University community members and their families, and then opened the floor for questions.

PROFESSOR ERNIE WIGGINS (Journalism and Mass Communications) asked the Provost to explain how we are benefitting from our participation in the academic common market and if he would attribute the increase in out-of-state applications to our participation in that program.

PROVOST AMIRIDIS explained that only a small percentage of the growth that we see for out-of-state applications is related to the academic common market. The effects of the academic common market vary significantly from one discipline to another. We have some unique disciplines, such as Sport and Entertainment Management, which are not very common disciplines, especially in the southeast, and which benefit significantly from the academic common market. In some of the more traditional fields, the effect is zero. For somewhere between 5 and 10 of our degree programs, we attract more than 80% of the academic common market students that we see. Overall, the Provost believes that it is a positive effect for the university because it allows us to attract some very good students. He noted that there is no specific provision in admissions regarding common market applicants. The admission requirements are the same for every student. Our out-of-state students are highly qualified, and they bring diversity of opinion and experience that benefit our own South Carolinian students. Provost Amiridis observed that he will gather data on the effect of the academic common market for all of our disciplines and report on the numbers at a future date.

PROFESSOR DUNCAN BUELL (Computer Science & Engineering) raised concerns about the effectiveness of the MySC system and asked if users could expect any improvement.

PROVOST AMIRIDIS suggested that the question would be an appropriate one for the University's Chief Information Officer, Bill Hogue, and that he will make arrangements with Dr. Hogue to address the Senate on the issue at the February meeting.

6. Report of Chair.

CHAIR KNAPP shared a few updates on the recent activities of several Faculty Senate committees. The Faculty Budget Committee met right before Thanksgiving with Vice President for Human Resources, Chris Byrd, to discuss the potential impacts of the implementation of the Affordable Care Act. The committee had a very informative discussion with Chris and came away with a much better understanding of what the potential implications are. One revelation from that discussion is that as state employees we are subject to the State Employee Insurance Authority and so are not directly subject to the major insurance companies. Such companies are hired to do the paperwork for our insurance policies but it is the State Employee Insurance Authority that actually handles the insuring of us as state employees. One of the implications of that, accordingly to Vice President Byrd, is that there is little chance that we are going to go through cancellation of insurance policies and things of that nature. So that was reassuring.

Vice President Byrd also provided information on changes that will take place for policies in terms of increases in the out-of-pocket expenses, in the amount of the deductible for the maximum out-of-pocket expenses for various policies. The implication was that it is a very dynamic environment right now and it appears that much of the burden will lie with the employer mandate that will go into effect on January 1, 2015. The outcome of the discussion basically is that the Office of Human Resources is putting together a series of frequently-asked questions and responses that they are going to serve off their website. People will be directed through the Faculty Senate website to those sources of information so that we are not in any way misrepresenting the implications for the Affordable Care Act.

Chair Knapp delivered an update on recent developments with the Faculty Senate website. The staff in the Faculty Senate Office, in collaboration with UTS, has created separate organizations for each of the Faculty Senate committees. Each of those sites has now been populated with the members of the committee. These sites are username- and password-protected through the Blackboard interface and will allow both a mechanism for Faculty Senate committees to readily share information, conduct potentially confidential business in a secure way, and provide an archive of committee business which can be handed down as committee membership evolves. Chair Knapp encouraged the Faculty Senate's committees to start using the sites and to contact the Faculty Senate Office, if any assistance is required.

The Faculty Senate Office is also working on adding the entire USC Columbia faculty to the Faculty Senate Blackboard site, so that any faculty member who might be interested can have ready access to the business of the Faculty Senate, as well as the General Faculty.

Chair Knapp announced that the time is fast approaching to initiate the process for selecting his replacement as Chair-Elect of the Faculty Senate. He still has the better part of a year and a half to serve as Chair, but the procedures of this body provide for nominations in February of 2014. Chair Knapp asked Senators and faculty consider whom they would like to see as the leader of this important body within the university, and that they get in touch with him or any of the Faculty Senate leadership if they have questions.

Aside from the privilege of chairing the Faculty Senate and meeting regularly with the University Administration, there are a number of responsibilities that come with the job including serving on a number of the Faculty Senate committees:

- Faculty Senate Steering Committee
- Faculty-Board of Trustees Liaison Committee
- Faculty Budget Committee
- University Finance Committee
- Faculty Advisory Committee
- attendance at the Board of Trustees meetings as a non-voting guest

During the first year of service, the Chair-Elect will have the opportunity to participate in the Academic Leadership Development Program. This program is targeted toward developing leadership amongst faculty. Chair Knapp found it to be a tremendously rewarding experience that gave him access to the entire spectrum of University Administration, as well as an opportunity to see how complex the university really is and how it runs.

Chair Knapp noted that several years ago we instituted a financial stipend to go along with being Chair of the Faculty Senate. It is paid for through the Faculty Senate Office in the amount of \$20,000 a year that can be used for course relief, paying for research support for your students, or even for supplemental salary.

The call for nomination will go out in February and the election process will be held at the April meeting of the Faculty Senate in 2014.

Chair Knapp closed his report with a wish to the entire faculty and University of South Carolina community for a successful conclusion to the fall 2013 semester, a meaningful time together with family and friends over the holiday season, and a restful and refreshing period over the winter break to come back renewed and ready for the spring 2014 semester.

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 on Wednesday, February 5, 2014, at 3:00 p.m. in the Law School Auditorium.