

**FACULTY SENATE MEETING**  
**September 10, 2014**

**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 distinguished guests.

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

CHAIR KNAPP asked for corrections to the minutes of the meeting of June 4, 2014. There were none, and the minutes were approved.

**3. Invited Guest**

CHAIR KNAPP welcomed the Vice President for Information Technology and Chief Information Officer of the university, Dr. Bill Hogue, to address the senate.

DR. BILL HOGUE (Vice President for Information Technology & Chief Information Officer) reported on the organization, functions, and projects of the University's division of Information Technology.

Dr. Hogue began his report by discussing the organization of his division. IT reports to the Provost and Dr. Hogue is a member of the Provost's Executive Staff, part of the President's Executive Council and one of 13 university officers. As a university officer it is his responsibility to look broadly and look beyond his own division and look out for the best interests of the university.

IT operates 24/7 – 365 days a year; there are a few exceptions when the division runs unattended during holiday seasons but they are on call all the time. The division consists of about 300 people and has responsibilities not only for USC Columbia but also for all of the campuses of the University of South Carolina system as well as Palmetto College. It has approximately 50% of the resources dedicated to IT at the University of South Carolina. The other 50% are scattered among colleges, schools, departments, institute centers, and administrative units as well as campuses beyond Columbia.

The division supports the Faculty Senate. Personnel operating AV equipment during the meetings are in fact part of the division of IT. They do a great job at commencement ceremonies of streaming, providing the pictures as graduates process. IT is also responsible for the Blackboard Institute. The division co-sponsors Oktoberbest, does instructional design work, and is in the second year of the Research Cyberinfrastructure initiative. That is a group of four people led by Dr. Phil Moore who provides specifically

for the research and scholarship agenda of our university faculty and it is guided by a faculty advisory team led by Professor Qi Wang (Mathematics).

Dr. Hogue is a member of the advisory board of the Center for Digital Humanities and the division is a financial supporter of the Center for Digital Humanities. IT is partnering with Student Affairs on an upcoming project called “Beyond the Classroom Matters” that is looking very hard at what goes on beyond the classroom with students and how that may help retain those students, help them matriculate in a timely way and in general guide them to a more fulfilling outcome at the University of South Carolina. The division runs an iCARE Center over at 1244 Blossom Street which is a walk in center to support students with their computing needs and offer a service desk as well.

The division is also responsible for some things that faculty wouldn't necessarily think about, such as copyright infringement. For example, when USC students download songs or films that are copyright protected, IT is usually contacted by the copyright owners in order to step in and correct that situation. IT also partners with the Office of General Counsel when there are law enforcement or safety issues that need to be followed up on that involves both internal and external activities; provides the cable TV system that runs in residence halls as well as many offices around the university; and runs a data warehouse. The division has photographers, distance education infrastructure support, email, project management, web support, and streaming, and in fact there are 160 local or enterprise applications that are supported by the IT division. IT also provides a lot of training to help people learn how best to use those systems.

The division is investigating now the massive storage needs and what kinds of solutions can be offered, in particular to faculty members who have very large scale storage needs for their data. This is an issue that is front and center for many faculty.

Dr. Hogue's division invests heavily in networking infrastructure, both wired and wireless, on campus to support the growing needs for mobility as well as being tethered to direct connections. The network crosses the state. There are about 23 major nodes in places that wouldn't necessarily come to mind, for example, the Baruch Institute. IT is responsible for maintaining network connectivity for our colleagues who work in that area and our students as well, and links to all the major national and international networks. IT staff also spend a lot of time engaged in the national conversation so that the University is not isolated and staff are aware of the extensive activities and change going on throughout the world in our field.

The IT division has performed a system wide implementation of One Carolina and Banner, by removing approximately 6 million lines of computer code and replacing it with contemporary systems that should serve the university's needs better not only today but in the years ahead. That represents about 45 major subsystems that needed to be replaced. It was essentially like replacing an engine on a jet liner in flight because business had to keep moving while at the same time implementing massive change. This was done not just at USC Columbia but something for all eight of the university campuses as well as Palmetto College.

One Carolina is the largest business process transformation in USC history. Dr. Hogue praised the cooperative work of the registrar's office, the bursar's office, financial aid, admissions, all of the campuses, all of the offices that worked together over the last couple of years to help One Carolina go live. What was the outcome? The University registered between fall of 2013 and this fall – approximately 150,000 students; 8,900 degrees were awarded. And 150,000 aid applications and updates for financial aid were processed. Seventy thousand financial aid applicants have been served by the system and about \$500 million in aid has been awarded through this new infrastructure. There will continue to be a range of enhancements in the coming year to Banner; for example, this spring a new portal will be implemented to replace “my.sc.edu” to give increasing flexibility to advisors, to students, to staff and all who are accessing the system.

There is a Banner review team in place organized by the Office of the Provost that will meet 6 times during this semester, and Dr. Hogue will be engaged with that team. It is a group that is mostly faculty and is representative of the faculty, schools, and colleges throughout the University of South Carolina, and their primary focus will be on working through on “the punch list”- those kinds of things in the current system implementation that aren't working as well as they need to be working in order to get student and faculty needs addressed in a timely way. The division has also undertaken the business and finance portion of One Carolina's overhaul and that will go live June 30, 2015. HR systems will be up and live by January 1, 2016 so there will be a much more contemporary look and feel and performance out of systems for HR and for finance and business purposes in the coming 18 months.

The University has also hired its first Chief Data Officer. A lot of focus is being placed on the Data Analytics Community of Practice, identifying the University's needs in that area, and mapping the data ecosystem. The University of South Carolina is like many other organizations both public, private and in other economic sectors, not just higher education, in that they have massive amounts of data, they don't always know what to do with them, they don't always even know where they are and who owns them, and USC is no exception. The Chief Data Officer is working hard on those issues.

Secure Carolina continues apace and is moving into an emphasis on training and user tools at this point of its implementation. The IT security team protects the University of South Carolina networks literally thousands of times a week from various forms of attack whether it is malware or something more serious like a denial of service attack, whatever the case might be. It is a group that is on its toes all the time.

The division is also in the midst of a Space and Calendar project that you'll be hearing a lot more about as we go forward.

Dr. Hogue stated that the information he has provided in his report is not in-depth, but designed to give a sense of what is going on in his division. He then shared his thoughts on what he sees happening in the future of information technology. Commodity services delivered by third parties wherever possible will continue to be the direction that the

University of South Carolina moves. The era of an organization that tried to be a service provider to everybody for every need has long since passed and the University actively partners today, and will continue to actively partner tomorrow, in building relations with third parties who may be able to do some of what the University does better, more effectively, more efficiently and in some cases even cheaper. For example, student email was something that IT used to run; it is now run in partnership with Microsoft. Although the IT division runs a portion of the wireless network, it was initially designed, installed and operated by AT&T as a partnership. When we felt that our performance was inadequate with Blackboard we worked with Blackboard to provide hosting services and our experience since has been improved performance. Those are the kinds of things that are expected to continue in the future.

Dr. Hogue also believes that cognitive computing, however it is defined, will lead to an era at the University of South Carolina and elsewhere where there is more emphasis and more ability to engage our students in individualized planning and assistance toward degree completion. Mobility and consumer demand will continue to drive what IT does, and analytics and big data will be in the forefront, as will cyber security and privacy, better delivery systems, and the cloud.

Dr. Hogue has asked Chairman Knapp for permission to come back in November for a more in-depth discussion on our collective future.

Dr. Hogue opened the floor for questions.

PROFESSOR DUNCAN BUELL (Computer Science & Engineering), for himself and on behalf of various colleagues, expressed strong concerns about the reliability and functionality of the University's technological infrastructure, including the email system, wireless computer access, and mysc.edu. He asked Dr. Hogue whether there was any hope of improvement.

DR. HOGUE expressed a willingness to meet with Professor Buell and discuss the issues.

CHAIR KNAPP asked DR. HOGUE about the possibility of a more widespread and uniform delivery of educational content online rather than continuing in a piecemeal manner.

DR. HOGUE deferred to SENIOR PROVOST LACY FORD, stating that his division takes its cues from the faculty in providing resources and technological support.

SENIOR PROVOST LACY FORD stated that there is an initiative open to anyone at the Columbia campus to move courses online and perhaps move programs online. More core courses have been placed online. The Provost's Office provides grants to assist faculty in doing so, with emphasis on providing state of the art distance learning. FORD encouraged faculty to participate vigorously because students are open to online learning due to the flexibility it brings to their schedules.

#### **4. Report of Committees.**

##### **a. Senate Steering Committee, Professor Elizabeth West, Secretary:**

PROFESSOR ELIZABETH WEST (Libraries) announced a number of vacancies on Faculty Senate committees.

- 1) Faculty Grievance has one vacancy for a 3-year term expiring in August 2017.
- 2) Tenure Review has two vacancies that are for 3-year terms expiring in August 2017.
- 3) The new Committee on Professional Conduct has three vacancies, each of which is for a 1-year term. Since this is a new committee the memberships were staggered so our three 1-year terms are still vacant.

There are 3 Faculty Senate committees that have vacancies created by departure of committee members.

- 1) Instructional Development has one vacancy which is expiring in August of 2016.
- 2) Faculty Advisory has one vacancy expiring in August 2015. Professor Marco Valtorta from Computer Science and Engineering has agreed to be nominated for that vacancy. Whenever there is a vacancy that is less than one-year the Steering committee can appoint someone to that position and the committee has voted to appoint Valtorta to that vacancy.
- 3) Intellectual Property has one vacancy expiring in August 2015. Professor Bob Brookshire from Hospitality, Retail, and Sport Management was willing to be nominated and Steering has appointed him to that short term vacancy as well.

West announced nominations from the floor would be accepted later in the meeting.

We also announced that the USC Board of Trustees revised their by-laws in 2013 and in so doing reconstituted the Board of Visitors under Article 15. The new by-laws provide for one faculty representative nominated by the Columbia Faculty Senate and Professor Bob Best served in this role for the 2013-2014 academic year. Per the by-laws Best's term was for one-year and nominations for the faculty representative seat are now open for a 3-year term on the USC Board of Visitors. Professor Venkat Lakshmi from Earth and Ocean Sciences has been nominated and the floor is open for any additional nominations for membership on the USC Board of Visitors.

##### **b. Committee on Curricula and Courses, Professor Milind Purohit, Acting Chair:**

PROFESSOR MILIND PUROHIT (Physics & Astronomy) brought forward 22 proposals on 9 pages. Twenty-one of these proposals are from the College of Arts and Sciences on pages 1-9. One proposal is from the Moore School of Business on page 9. There was no discussion and the proposals were approved as submitted.

## 5. Reports of Officers.

PRESIDENT HARRIS PASTIDES greeted his faculty colleagues across the University system and opened his report with a condensed version of his State of the University address that he presented on the Horseshoe on September 4<sup>th</sup>.

President Pastides reiterated that our core mission at the university is found in the quality of the education we provide to our 47,000 students system wide. The key to success is to continue the superior student experience that we provide but also to continue to search for new flexible, accessible, and affordable pathways to a college degree. “On Your Time” provides flexibility for students in the time they can take to earn their degrees. The traditional 4 year path is totally acceptable but if their finances or personal circumstances do not allow then planning the degree program for as little as 3 years is also perfectly acceptable if they are willing to work a bit harder to meet full degree requirements.

Over the summer the University offered the greatest number of summer courses than ever before – 500 courses in 110 subjects and importantly 153 of the 500 were from the Carolina Core. Those are the courses that students often report are the most difficult to register for and sometimes preclude their timely graduation. Over 18,000 classroom seats were filled, a 15% increase over last year. Some laboratory sections were compressed from one hour per week over a 15 week semester into full time for 5 days over one week.

This past year a proviso was passed by South Carolina State Government that for the first time allowed South Carolinians to use their lottery scholarship during the summer. This will undoubtedly result in many, many more students than even this year next summer who will likely register for full loads 12 or 15 credits or potentially more.

An accelerated graduation path was announced this year. The University is offering advance 3 year or 3-1/2 year baccalaureate degrees – B.A.’s and B.S.’s in about 45 different majors. Students will be able to graduate in 3 years if they follow a predicted, recommended timeline in majors from mechanical engineering to psychology, from marine science to public health and to tourism management. There is no cut in the requirements to the degree; by bringing some high school advanced placement credits, by taking an extra course or two in a fall or spring and by going to school in a summer or two or during a January or May they will be able to complete their degree requirements in 3 years.

The President also announced some accelerated joint bachelor’s and master’s degrees. These degrees would typically require 6 years – 4 years for the baccalaureate and 2 years for a master’s degree – but we are introducing in 22 different majors a 5 year path to a joint baccalaureate and master’s degree. Also starting this year is a joint B.S. - M.D. degree with the Medical School here in Columbia for qualified students in the Honors College. Students who were admitted will be able to receive an M.D. within 7 years of their high school graduation.

In Palmetto College, South Carolina's public online baccalaureate degree program, enrollment has been steadily increasing and we continue to market that program to so many people who simply do not have the opportunity to move to Columbia or to one of our other comprehensive universities.

The President reported that the faculty replenishment initiative is nearly complete, with more than 500 new faculty members hired since 2012.

The faculty had a terrific year in continuing to obtain critical research funding, with over \$230 million in external funding, up 4.5 % over the year before. Federal grants topped \$150 million with record awards from the NIH and the NSF in every year of the university's history but for the stimulus year where there was some extra money.

The President discussed the need to look for new revenue streams. We are looking for new student customers and have teamed up with a partner and are now offering international online specialization courses. A specialization might be a bundle of three courses in a given area – maybe in engineering management or in public health or in accounting or in another area of business. There are many international students who would love to receive a University of South Carolina certificate of specialization and who are willing to pay the appropriate cost for it, allowing us to remunerate our faculty and to spread our reputation worldwide.

The administration continues to ask our state government officials to consider what the true value of a University of South Carolina education ought to be. Every dollar invested in the University of South Carolina creates a 25 fold dividend in annual economic activity. That is a very good return – 25 to 1. Nevertheless last year that conversation did not translate into new funding. This year we will be enlisting the support of the business community. The President met with the Palmetto Business Forum on Monday evening to enlist them as advocates. The voice of the business community could be a very important one in communicating our message to government leaders.

Carolina's Promise, our ambitious \$1 million campaign, now enters its final year. We have raised \$870,855,302 to date, but this will be a difficult year because we have harvested many of the large gifts that the campaign will have received. We have to go back to our core alumni and core supporters and ask them for help to reach our goal by June 30, 2015.

President Pastides stated that the administration will continue to advocate for additional support to faculty and to staff pay. A recent faculty and staff survey on health and wellness indicated a desire for additional training in areas like stress management and health and wellness. A new worksite wellness program called "Gamecocks Live Well" will be announced.

The President gave an update on efforts to improve campus safety, including more USC law enforcement officers both in uniform and out of uniform, and additional cameras and call boxes across campus. The new smartphone app "Guardian" will be out in a few

weeks. It allows your smartphone to serve as a personal call box and connect directly with USC police. For example, if you are walking to your car and you feel uncomfortable with the situation you can press a button and be connected to an officer, who will be able to see your exact location and dispatch assistance. A timer function allows you to set a time to arrive at your destination. If you don't cancel it, an officer will be alerted.

President Pastides ended his report with a quick review of construction projects on campus. He was excited about the grand opening of the Darla Moore School of Business; the ribbon cutting is this Friday. He has every confidence that the Moore School will be one of the iconic landmark buildings of the 21<sup>st</sup> century for this university. Much like Rutledge and the South Caroliniana Library, the Robert Mills designed buildings of the 19<sup>th</sup> century. Or Thomas Cooper Library, constructed in 1959 by Edward Durrell Stone, the architect of Radio City Music Hall, the Kennedy Center and so many other great buildings. He believes the Moore School will stand the test of time as well as these buildings. Ms. Moore and Rafael Vinoly, the architect, will be there. The next big project will be the new Law School that we will be breaking ground for in a couple of weeks. Eventually when the current Law Center is vacated it will become home for new academic programs and smart classroom facilities.

The President thanked the faculty for their service and opened the floor for questions.

CHAIR KNAPP asked President Pastides if Carolina's "On Your Time" would increase the demand for faculty teaching during the summer, and if that could lead to 12 month appointments.

PRESIDENT PASTIDES stated that there is no plan to reject the semester framework or change the employment contract with faculty, but to increase summer offerings through voluntary teaching. If it turns out that the voluntary teaching can't keep up with the demands for summer classes, we will reexamine the situation.

PROFESSOR JORGE CAMACHO (Languages, Literatures, & Cultures), the Spanish Program Director, asked what impact the flexible enrollment would have on cancellation of courses that have low enrollment. Even though Spanish is a popular course, sometimes courses are cancelled.

PRESIDENT PASTIDES stated that summer courses offered as part of the flexible graduation will mainly be Carolina Core courses. Because these core courses are needed for students to graduate according to their timetables, the demand and enrollment for them shouldn't be a problem.

The President added that one thing he is grateful for is that there is no cap on out-of-state enrollment. The average cost required to educate a student for a year of education is roughly \$22,000. A typical in-state student with a complete lottery scholarship provides about \$17,000 of revenue and an average out-of-state student provides \$27,000. So the in-state student provides \$5,000 less than the cost of educating them and the out-of-state

student \$5,000 more, coincidentally, than the cost of educating them. What we tell the General Assembly is that every out-of-state student we have subsidizes one in-state student. Another benefit is that it increases the diversity of the student body and enriches our environment in some many other ways.

PROVOST MICHAEL AMIRIDIS PROVOST MICHAEL AMIRIDIS began his report with a discussion of the faculty replenishment initiative. We are getting close to the target set 3 years ago of 1200 tenure-track faculty in order to achieve a better faculty-student ratio. There are a few slots left to fill, and we will continue to replace more than 90% of the losses incurred from faculty who have retired or otherwise left the University. There is a small number that will not be replaced due to overpopulation of faculty in their areas.

The Provost stated that for the 6<sup>th</sup> year in a row since he has been Provost, the University has the best class that has ever been recruited. It is slightly smaller than last year's class by approximately 50 students. Additionally, this fall is bringing to the campus 1,700 transfers, which is roughly one-third of the size of the freshmen class. More than two-thirds of them are coming from either USC's 2-year campuses or the state's technical colleges. This allows us also to replace the students lost to attrition between the 1<sup>st</sup> year, the 2<sup>nd</sup> year and the 3<sup>rd</sup> year as well.

At the Provost Forum for department chairs, deans, and endowed chairs held at the beginning of the semester, Amiridis reported record numbers in terms of retention rates from freshman to sophomore; 6-year graduation rates; an increase in SAT scores by 2 or 3 points which is significant when the national tests are not rising; increase in the number of Ph.D. graduates last year; and strong research expenditures. The Provost discussed the rankings issued by *U.S. News and World Report*. There is a technical answer to the differences which is that although our graduation and retention rates and SAT scores were up, we were slightly down in the predicted graduation rate according to *U.S. News*. We were slightly down on students in classes under 20 and over 50 and we remain constant in the reputational factors. Additionally, there is a difference between the measurements taken by the University and the magazine, and it takes time for reputation to align with reality. The Provost remains very optimistic about the future of the University of South Carolina, the future of the big public universities in the United States, and about the push for transparency and accountability. Efforts to establish a quantitative culture in which we report publicly our results allows us to tell our story effectively and we have a very good story to tell for the university.

The Provost expressed excitement about the use of technology in the classroom. We know a lot about how to design a good online course. We have invested resources in hiring instructional designers and dozens of faculty members have convert their courses into online courses. Standards have been established and all undergraduate courses were put through a review; One-third of the existing online courses were retired by their units because they did not meet the standards. The Provost would like to see more innovations, like flipped classrooms, and is very excited about some of the master degree

programs online, and public-private partnerships, like the new dorm that is being constructed behind the Coliseum.

For the master's courses that started online last fall, the Provost's Office asked for volunteers. The College of Education worked very well with the Provost's office to put a number of master's courses online. The degrees were launched in fall of 2013 and for the fall of 2013 the grand total of revenue that we had in terms of tuition was \$70,000. We went from \$70,000 in the fall to \$175,000 in the spring to half a million over the summer and we are three quarters of a million in new revenue in tuition this fall. So a very rapid increase and it allows us now to share the revenue with College of Education and share the revenue with the external partner as well. The Provost hopes the same is going to be true for the specializations that are launching in Latin America and in Southeast Asia this fall.

The Provost stated we are offering a unique student experience. USC Connect had 90 students graduating with Leadership Distinction this past May. He believes the University should provide high educational value and at the same time provide students with job skills and the ability to find a job which is what they and their families want.

Provost Amiridis asked the faculty to encourage their colleagues to pursue innovative ideas in everything they do, particularly in seeking to improve the two areas that are most important – the student experience and our scholarly productivity.

The Provost confirmed that there will be Provost Grants again for the 6<sup>th</sup> year in a row. More than 150 of these Provost Grants have been awarded in the last 5 years.

There will be doctoral fellows and provost teaching fellows in the Humanities again this year. So please nominate outstanding doctoral students for these awards.

The Provost expressed excitement about the research engagement collaboratives that have been announced; the deadline is fast approaching for creating these collaboratives which are multi-disciplinary in different areas with the goal of addressing specific societal problems that we are facing and should be addressing through our research.

The Provost gave an update on the two dean searches currently underway: four candidates being interviewed this week for the CEO of the new Medical Group – the USC Palmetto Health Medical Group and Executive Dean of the School of Medicine. Dean Rowan from the South Carolina College of Pharmacy has agreed to Chair the search committee for the new Dean of College of Hospitality, Retail, and Sport Management who will replace Dean Milhalik.

The Provost concluded his report with the announcement of several deans' reviews. Dean Ambler of Engineering and Computing, Dean Lynn of Honors College, and Dean Wilcox of Law are scheduled for the fall. Four are scheduled for the spring: Dean Scheyett of Social Work, Dean Watson of Education, Dean Mary Anne Fitzpatrick of

Arts and Sciences, and Dean Harding of Music. He urged everyone to participate in the process.

## **6. Report of Chair.**

CHAIR KNAPP opened his report by welcoming the sitting Chair-Elect of the Faculty Senate, Professor Augie Grant (School of Journalism and Mass Communications), and sitting Secretary of the Faculty Senate, Professor Elizabeth West (Libraries), as they begin their terms. He welcomed back Bill Sudduth as Parliamentarian.

Chair Knapp introduced the new Faculty Civility Advocate, Professor Jan Breuer (Economics), and thanked her for her willingness to serve in the new post.

The Committee on Professional Conduct is one of the first standing committees that the Senate has formed in recent memory. It consists of ten members of the university faculty who will assist in reviewing cases that are brought forward concerning workplace bullying. Seven of the ten members of that committee were elected at the end of last spring with representation from Arts and Sciences, Public Health, Education, Medicine, and the Libraries and we are working diligently to fill the final three one-year term as judicially as possible.

Chair Knapp presented an update from the June 4 Senate meeting regarding the issue of parking. At that meeting, Vice President for Facilities and Transportation Mr. Derrick Huggins reported on plans for what are bound to be significant changes to the parking system at the USC Columbia Campus. Chair Knapp has asked that the Faculty Welfare Committee and Chair-Elect Grant work with the administration on behalf of the faculty to help move this process forward. As discussed in the Faculty Senate Steering Committee meeting today, Professor Knapp reiterated the importance of engaging the university staff in this process. They tend to be under represented in those discussions and he encouraged the administration to fully engage representatives of the staff in that process.

The Faculty Advisory Committee under the co-chairmanship of Dr. Harold Friedman from the School of Medicine and Dr. Chris Robinson from the School of Visual Art and Design is embarking on an ambitious agenda for the year ahead. One of the issues in particular that they will be addressing in the coming weeks is provision for the non-tenure track faculty in the Faculty Manual and representation in faculty governance.

## **7. Unfinished Business.**

There being no nominations from the floor, the Faculty Senate confirmed the nomination of Professor Venkat Lakshmi (Earth and Ocean Sciences) as the faculty representative for the USC Board of Visitors.

## **8. New Business.**

There was no new business.

**9. Good of the Order.**

There was nothing 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 October 1, 2014, at 3:00 p.m. in the Law School Auditorium.