

**FACULTY SENATE MEETING**  
**October 1, 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 September 10, 2014. There were none, and the minutes were approved.

**3. Report of Committees.**

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

PROFESSOR ELIZABETH WEST (Libraries) announced a vacancy on the Committee on Professional Conduct has been filled. The vacancy expires in August 2015. For terms of a year or less the Senate Steering Committee can appoint a willing nominee. Professor Shirley Staples Carter (Journalism) was willing to be nominated and Steering appoints her to the short term vacancy. There are two more one-year vacancies on that committee.

West submitted the nomination of Professor Scott Crittenden (Physics and Astronomy) for a vacancy on the Committee on Instructional Development, which expires in August 2016.

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

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

PROFESSOR MILIND PUROHIT (Physics & Astronomy) brought forward 8 changes on 2 pages. Six of these proposals are from the College of Arts and Sciences and two are from the College of Engineering and Computing. There was no discussion and the proposals were approved as submitted.

CHAIR KNAPP reminded senators that any changes to the bulletin for 2015-2016 must be finalized by December.

**4. Reports of Officers.**

PROVOST MICHAEL AMIRIDIS began his report by discussing some of the priorities of the university in academic affairs for the coming year. At the top of the priorities is the quality of the undergraduate education programs that we are providing. The quality of

the undergraduate education does not only mean the quality of students that we have and continue to bring in through relentless recruiting and marketing efforts that every year yields a better class than the class that we brought in the previous year. It is also directly related to the outcomes and the quality of academic programs that we have and the academic support programs that we have been creating. In this respect, if one looks at what we have done in recent years, Amiridis is happy with the significant recognition that we have been receiving nationally by now for two programs for which the Senate has been very heavily involved in - the new Carolina Core on one hand and on the other hand the USC Connect program. This fall the Association for General and Liberal Studies (AGLS), which is a very large national organization, gave us the Exemplary Program Award for 2014 for the combination of the Carolina Core and USC Connect as a transformational process for the University of South Carolina.

Professor Helen Doerpinghaus is becoming something of a celebrity at the national level among the undergraduate circles. Academic Impressions, which is a strong consulting group nationally, has asked her to speak several times in their national workshops, addressing the Carolina Core story and how it was done at the University of South Carolina. Amiridis suggested that the Senate may want to invite her to speak.

Professor Doerpinghaus will also speak on Carolina Core and USC Connect at the Strategic Change Management Conference that is taking place at the University of Tennessee and attended by peer and peer aspirant institutions. Part of the reason that the USC Connect story is so intriguing to national audiences is because universities of our size do not develop these kinds of programs. These are high touch programs that usually you find in small liberal arts schools that the students pay a premium in order to be an environment like that, and that is what is intriguing to the national audiences. How can a public university the size of the University of South Carolina achieve this?

The Provost also expressed confidence that USC will receive similar recognition in the future for our current efforts to utilize the full academic calendar through the On Your Time Program: increasing the number of summer classes, making them more available, and trying to create 3-year pathways for certain students to reach a degree. More information is forthcoming from Professor Doerpinghaus and Dean Mary Anne Fitzpatrick in the College of Arts and Sciences. Amiridis is also confident that we will receive similar recognition with our stronger advising programs that we are putting in place as well the bridge programs that we have been creating with community colleges and technical colleges.

The Provost then turned to a topic that was discussed in the Provost Forum from August and that will be discussed again in January - Flip Classrooms. This is an innovation that the university is ready for. In certain areas we have the appropriate cultural adjustment and have the support to be able to do it. More information will be presented during the fall. A Flip Classroom is shifting the way that we do business. Instead of lecturing in front of the students and then asking them to do a lot of the learning and understanding on their own through homework or through some teaching assistants and some other students, by flipping the classroom faculty provide the initial material for the students to

be able to review before they come to the classroom; then in the classroom faculty are doing the learning exercises with them to secure that they have learned what they needed to learn. We have the technologies today to make this much more interactive and make this a much more meaningful experience for them using, in essence, online tools in order to do the first part. The Provost expects this is going to become more and more of a national trend, and wants USC to be towards the front of the wave as other peer aspirant institutions approach it.

Dr. Lacy Ford and Dr. Doeringhaus have made a commitment to visit individual departments during the fall semester based on your faculty's schedules in the differing units – taking a short time on the agenda or a longer time depending on what the college or the department is willing to accommodate. Dr. Amiridis asked the faculty to talk to colleagues about the idea, and learn about the support provided through instructional designers in the Center for Teaching Excellence. The Center for Teaching Excellence also will be running a number of workshops during the fall and spring for people who are willing to try the Flip Classrooms, and there will be some financial incentives for faculty members who are willing to try it. Flip Classrooms can be applied on a limited basis in a course, perhaps for only two weeks out of semester, or for one chapter or segment. Faculty can then evaluate whether it works well for them and their students, and whether it is worth expanding. This is not something only for the STEM fields or only for the humanities or only for the social sciences. This is a very general concept that can be adjusted and can fit for every discipline that we have and every class that we are using. The benefits are significant. It can improve learning outcomes, can also free our infrastructure to some extent for some of the time pressures that we are facing and eventually it could be a benefit for the faculty member although initially it will require more time commitment in order to prepare what is needed.

Last week was the deadline for the receipt of proposals for the Research Engagement Collaboratives. This is something else that is new this year and it is consistent with our role and our designation as a Carnegie One type of research university. Faculty submitted 46 proposals which was a surprisingly large number. Approximately 40% of them were from the STEM fields, 40% of them were from the health sciences, and 20% of them were from the rest of the disciplines that we have – arts, humanities, social sciences. The number is large and that was a positive response that the campus community had. The Provost met with the selection committee this week to charge and ask them to come up with 5-8 of the proposals submitted in order to provide for them seed funding to develop a full proposal. The idea was to try to define our research priorities across campus in a big way. What we are looking for are big ideas, interdisciplinary teams focusing on grand challenge type of problems that society is facing more than narrowly focused technical proposals in a single investigator or maybe even a group of 3 or 4 investigator type of awards. He expects to announce the winners before Thanksgiving and, therefore, give them a 6-month period with seed funding to develop full proposals before the beginning of the summer. The funding will be in the hundreds of thousands per year range for each one of these collaboratives for a period of 3 to 5 years.

The other Provost grants are in all kinds of submission phases for this fall. Over the last 6 years we have put close to \$4.5 million in these Provost grants and funded more than 150 different proposals from the arts, humanities, and the social sciences. The Office of Research has similar numbers for the STEM fields and the health sciences. In support of our research mission and our research classification we will continue for another year to support the Presidential Doctoral Fellows, the African American Professors Program, the Provost Teaching Fellowship in the Humanities and the Social Sciences, Global Travel for Graduate Students, and the incentive programs that all of you receive every time there is a doctoral degree completed within your department. All of these add up to approximately \$5 million over the last 5 years.

Provost Amiridis then turned to the university's international activities through "Global Carolina." It is still early but discussions have begun with a private entity that is going to help us in recruiting international undergraduate students in 36 different countries. This will give us a much broader global reach. It will allow our information, our websites to be translated into 36 different languages and it will hopefully change to some degree the look of our campus making a much more diverse international campus. USC will never go away from what our primary mission, which is to educate South Carolinians first and foremost, but there is room for the 1% or less than 1% international students that we are right now to be somewhere between 5% and 10% international students at the same time.

At the same time we are looking at new opportunities, The President and Allen Miller together with several deans, representatives of the different colleges, associate deans, and faculty members visited Taiwan for a week. Taiwan represents a unique opportunity for us because of the Sister-State Agreement between Taiwan and the State of South Carolina, which allows Taiwanese students to pay in-state tuition if they come to study at the University of South Carolina. We have signed agreements with the top institutions in Taiwan and the Provost is hopeful that some of them will yield significant results. Similarly Amiridis expects the university will host here on October 27<sup>th</sup> the Vice Chancellor and Principal of the University of Johannesburg. This is in return to his visit to South Africa last summer together with the President and it appears that the relationship is very quickly building between us and at least a couple of South African institutions. Dr. Rensburg is the Chief Executive Officer of the campus. So in essence it is equivalent to our president. Dr. Rensburg is a unique individual personality in South Africa in political history and also in educational history. He was a member of Mandela's very close group during the struggle period for South Africa. He was imprisoned together with President Mandela. He is going to give a public lecture at USC about revitalizing and redesigning higher education in the post-apartheid period in South Africa. It will be a unique opportunity to come and listen to an individual who is making history and has been making history for quite some time in South Africa.

Provost Amiridis stated that the common theme in his report was innovation. The university is facing reduced state support that is not going to return, and a continuous commitment to quality, access, affordability, and public mission; the critical factor in all of this is innovation. He believes that we are entering a period of public institutions of higher education that innovation is going to be the differentiating factor between the

institutions that will thrive even under these new conditions and the institutions that will struggle to survive. USC is doing fairly well in this area, but must continue to innovate. This can be unsettling because change takes people out of their comfort zone. The Provost's Office will continue to bring forth ideas and leave it up to the faculty members to decide which ideas of these they are going to adopt and which they will not. Without innovation we will struggle to survive; with innovative aspects we will continue to thrive.

Provost Amiridis then opened the floor for questions.

CHAIR KNAPP stated that there has been historically some sensitivity to the complexion of the undergraduate class in terms of in-state and out-of-state, and he asked Amiridis if the expansion of the international percentage would have the approval of the Board of Trustees at the University.

PROVOST AMIRIDIS replied that they had to look at capacity issues. At this point, we cannot expand the size of the class because of the restrictions that we are facing in terms of instructional space both in classroom and laboratories. So if we are talking about bringing 150 to 200 students they will have to replace some of the existing students and that is a decision that we will have to make. Are we replacing in-state, are we replacing out-of-state students - it depends quite frankly on the qualifications of the in-state students. Our commitment to the state that we will continue to accept at this university all South Carolinians first who are in our opinion qualified and there is a high probability that they will complete their work has to remain steadfast. Maybe for some of these international students the right pathway is not to come here in the fall where we have the biggest load but would be to bring them in January where we have some space. If you look at our spring semester, it is always lighter than the fall semester in terms of enrollment. Or alternatively replace some out-of-state students. We also have to be concerned about the demographics of the state. The number of high school graduates in the state is flat. Overall, there is not a simple answer to this question. The reality is that we will to fit them in a way that will not hurt the primary mission.

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

CHAIR KNAPP stated that he had the great pleasure to attend the groundbreaking ceremony of the new School of Law at the University of South Carolina. It was an event that was attended by 400 people, and it was impressive to see the display of the dignitaries that showed up – USC Senators, Congressmen, the Chief Justice of the South Carolina Supreme Court, and many graduates of the USC School of Law who showed up to honor that event. Even though he is not officially affiliated with the School of Law, he felt a great sense of pride marking this day as significant event not just for the University of South Carolina but really as many of the speakers brought out for the State of South Carolina and the rule of law that it had in South Carolina. It will be sometime yet before that building takes shape but just a sense of promise about where the university is moving and the establishment of a new building for the School of Law which has a long and storied history in the State of South Carolina.

Our Faculty Civility Advocate or FCA, Professor Jan Breuer from the Department of Economics, is moving forward with implementation of the Workplace Bullying Policy. Per the provisions of the policy a cohort of faculty members including the members of the Committee on Professional Conduct as well as a pool of at large faculty members will be engaged in training on best practices for workplace bullying and for evaluating and handling those complaints as they come forward. That training is scheduled to take place at the end of this month and things are rapidly coming into place now where we can start to address those issues as they come forward through the university system. As a reminder this was really a watershed event in the sense of inserting the faculty into the process of essentially minding the civility of our own rather than leaving it strictly to the administration. It is an important step forward in terms of faculty governance to have the faculty thoroughly involved in that process. He acknowledged past Chair Sandra Kelly for her efforts in bringing it as far as she did.

Senators will recall that during our last meeting we engaged the Chief Information Officer of the university Bill Hogue on the broad issue of Information Technology at USC and what is clear is that this is a matter which is integral to many functions of the university. In response to both continuing discussions and input from faculty and senators alike as well as discussion with Dr. Hogue and Senator Buell, Chair Knapp has asked the Faculty Advisory Committee of the Senate to consider how we as a faculty might best collect additional input on the issue. It seems that there is potentially official information that we would want to include in terms of identifying and addressing what the issues are and then hopefully providing input to the administration on ways in which we might improve the university IT infrastructure. In discussions with the Co-Chair of the Faculty Advisory Committee, Professor Harold Friedman, Knapp and Friedman concluded that the Faculty Advisory Committee itself which consists of only 6 elected members of the faculty would probably not be adequate to perform that evaluation. However, Knapp will defer to their judgment on October 13<sup>th</sup> as to how we might best move forward on that.

Lastly Knapp stated that he will be traveling on university business in early November and will be unable to perform his duties in chairing the next meeting of the Senate on November 5<sup>th</sup>. Chair Elect Professor Augie Grant will substitute for Knapp.

## **6. Unfinished Business.**

Secretary West returned to ask for further nominations for the vacancy on the Committee on Instructional Development. There were none and Professor Scott Crittenden was unanimously elected to the committee.

## **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 November 5, 2014, at 3:00 p.m., in the Law School auditorium.