

**GENERAL FACULTY MEETING**  
**September 2, 2015**

**1. Call to Order.**

PRESIDENT HARRIS PASTIDES called the meeting to order and welcomed everyone back to the start of a new academic year.

**2. Approval of Minutes.**

PRESIDENT PASTIDES asked for corrections to the General Faculty minutes from the meeting of April 28, 2014. The date of the meeting was corrected from September 9<sup>th</sup> to September 2. There were no further corrections and the minutes were approved.

**3. Report of the President.**

PRESIDENT PASTIDES asked the senators to welcome the new Executive Vice President for Academic Affairs and Provost, Joan Gabel. (Applause)

Provost Gabel and other new faculty have joined the state's only Carnegie top-tier research university and also only one of 40 universities in the nation that is top ranked both in research and in community service by the Carnegie Corporation. These kinds of awards speak volumes about the importance that Carolina places on service, leadership, internationally recognized research and scholarship across every discipline. Carolina is a service-minded university for the state, the nation and the world.

To begin, the President provided background information on his career. He is beginning his 35<sup>th</sup> year in academia, his 18<sup>th</sup> year at the University of South Carolina and his 8<sup>th</sup> as President. He previously served as Vice President for Research and Health Sciences and prior to that as Dean of the Arnold School of Public Health.

President Pastides received his baccalaureate degree from what was formerly known as the State University of New York at Albany, now the University at Albany. His Master's and Ph.D. are from Yale University. He noted that he and his wife, Patricia Moore-Pastides, live on the Horseshoe and enjoy interacting with their student neighbors.

Two weeks ago, the university welcomed approximately 5,200 freshmen to the Columbia campus. It is the largest and the brightest, most qualified freshmen class in the history of the university. They have the highest SAT and ACT scores yet again in the Honors College and outside of the Honors College. The university has also recruited the best class of incoming faculty in the modern history of the university.

On September 10, President Pastides will give the State of the University address at 10:00 am on the historic Horseshoe. It will also be broadcast live online and available immediately afterward on the USC website. The President provided a preview of his address in his report.

Over the past seven years, the university has navigated around some daunting roadblocks and has celebrated many impressive accomplishments as well. The challenge is to keep the momentum going, to keep driving forward and to keep driving fast. The tag line “No Limits” reflects the great spirit found at the university.

The administration has been working on a plan which is an extension of the strategic plan called Focus Carolina. It’s been endorsed by the Board of Trustees and will be called Carolina 2025. It will look a decade out and ask what kind of university will Carolina be, and what kind of environment will it be operating in? Those are not easy questions but they are vital questions. The plan will take the Carolina system, which is now 48,000 students system-wide, to some greater number.

The four pillars of the university are:

- Provide an outstanding educational experience. That’s what Carolina must be known for and it can never be sacrificed even though there are many other goals.
- Be a globally recognized and impactful research university. A professor at the University of South Carolina must be engaged in scholarly activity and it must be relevant and impactful to other people. Fine teachers are respected and rewarded, but to advance from assistant to associate to full professor, a faculty member’s scholarship has to be recognized by a broader body of peers.
- Commitment to the development of new and flexible models of college access and affordability. The greatest criticism the President receives is on the cost of tuition. The university has to find ways to keep college affordable and keep students on the graduation path. The “On Your Time” program provides flexibility from the 4-year traditional college experience and rephrases that as roughly 120 credits. Students are advised to apply the AP credits they earn in high school, work with their advisors, don’t change majors often, and consider taking courses in the summer, January, and May sessions so they don’t fall behind.
- The University is a vital part of the state’s economic, social and cultural wellbeing. It is the university of or for South Carolina and that means when Boeing comes to town, Carolina tries to connect with them and see how it can help them. It means when nine innocents are murdered in Charleston, South Carolina, University administrators and faculty speak out about it. It means that the artistic and creative output from the university is brought out to every corner of the state.

Those are the four pillars and the faculty are the most prominent part of achieving all of those goals.

The size of the undergraduate population will be increased by approximately 100 per year over a decade going from roughly 5,000 to roughly 6,000 a decade from now, and this will require hiring roughly 25 new professors a year. In Columbia, that is a net increase over the retirements

and resignations that, with the Deans' and the Provost's oversight, will also be replaced. The quality of campus technology, the quality of classrooms and smart classrooms, recreational space, leadership opportunities and behavioral dynamics will also be examined.

Faculty salary compression will be addressed this year. The Provost has a little under \$2 million, which is not a huge amount of money, but it is some money to address the identified needs that have resulted according to compression. She will be working with the deans and other academic leaders on that.

Many faculty contributed to the accelerated rate of sponsored research and research expenditures at the university. This year the university had a record of \$243 million in sponsored awards, representing a 6% increase from the year before. The largest sponsors were the National Institutes of Health at roughly \$50 million, \$44 million from Health and Human Services, \$15 million from Energy, and \$13 million from NSF.

After receiving feedback from a pair of student and advisor surveys conducted last year, students identified one top priority for the university relative to their education. Their biggest complaint was the quality and amount of academic advising. Helen Doerpinghaus and her colleagues through a concerted effort decided that the university could do better where it's needed most -- in the freshman and sophomore years, in particular -- by hiring a cadre of professional non-faculty advisers who can address issues of course selections and requirements. They are seeking 25 professional advisors who also will be able to reach out to students respectfully, when students have fallen behind in their exams or in their course work and they're in danger of flunking an exam. New technology can be used to provide better advising. Let the faculty advisors take over as the students become upper class students, when they are looking more for career counseling or electives in the major as a way to provide that better advising experience. It will result in better retention and better progression through the academic career and hopefully will result again in lower tuition ultimately and a more affordable educational experience.

They are also working with all of the 2-year students system-wide. Carolina has four wonderful 2-year regional campuses in Union, Sumter, Lancaster and actually two Salkehatchie campuses in the low country: one in Allendale, one in Walterboro but they are united in one name. Pastides wants each and every one of their graduates to have an opportunity to earn a 4-year degree. It doesn't have to be in Columbia...could be in Aiken, Spartanburg, or Beaufort. A typical graduate is somebody who is home-based, has lived at home for the time it took them to get their 2-year degree. They may have a child or two, may have a parent at home whom they are supporting, may have a couple of jobs, often part-time jobs. That student might be aged 34 and is very unlikely to come to Columbia and move in to 650 Lincoln, the new residential building, or any of USC-Columbia's buildings. They are taking care of family but they do need their college degree so the university has started the South Carolina's public online university, Palmetto College.

Students cannot get a 4-year degree through Palmetto College, but they can complete a 4-year degree if they started a degree at some time before that. Several hundred graduates and between 1,000 and 2,000 students have enrolled in Palmetto College. While talking about scholarly

attainment, the university also needs to be critically mindful of the full needs, the total needs of the state. President Pastides thanked Chancellor Elkins for her leadership of Palmetto College.

Mary Anne Fitzpatrick is now the Vice President for Planning for System Affairs. She will oversee the senior comprehensive universities, in Aiken, Beaufort and Spartanburg. There isn't much interaction between these campuses and the main campus, but if the different faculties could connect more often, it would be beneficial for everyone.

"On Your Time" is a very popular idea. In the summer of 2015 Carolina offered 103 subjects, 600 different courses and 43 of the Carolina Core courses, and approximately 20,000 classroom seats were filled this summer. That is 1,000 more than the year before. For the first time, the state allowed the lottery scholarship to be applied during the summer, which helps students graduate on time.

A ribbon cutting for the new College of Information and Communications will be held soon and the College of Social Work has a new home in a beautifully renovated Hamilton College. The Residence Halls around the Horseshoe - Rutledge, Legare and Pinckney - are undergoing renovation now. New renovations for the Advising Center are underway and the former Business School, the Close-Hipp building, has been reopened on a limited basis to selected programs while additional renovations take place for College of Hospitality, Retail and Sports Management. 650 Lincoln opened and it's really a beautiful place with wonderful food choices. The Law School will be completed in 2017. The old law school building will be repurposed for undergraduate classrooms and undergraduate instructional laboratories, with about 18 new labs in the building. That will be scheduled for around 2020.

The University exceeded its billion dollar goal for Carolina's Promise, one of only 17 universities in the United States (public or private) to have exceeded a billion dollar goal, which is phenomenal in a state that is neither a big nor wealthy. We are the first institution in the history of this state to try to do that or to succeed in doing that. The final number will be announced with a little fanfare next week.

The University has developed some wonderful public private partnerships. Boeing is working on the McNair Center; the IBM Innovations Center, another new building going up on the corner at Assembly and Blossom, to be inhabited by IBM. They are looking at ways that students learn and could learn better. They're creating with faculty support ways to identify and even test young people to see if they do better in small groups, big lectures other modalities, online, not online, which eventually can be used again to advance the success of Carolina's students.

There will be an announcement of a new cyber center because cyber security is important to everyone and there's a lot of work that needs to be done.

President Pastides closed by inviting the faculty to the annual Open House for faculty at the President's House, Tuesday, the 13<sup>th</sup> of October at 6 pm.

#### **4. Report of Provost.**

PROVOST JOAN GABEL thanked the faculty for the warm welcome she received.

The Provost provided her biographical information. She grew up in Atlanta and went to a very small liberal arts college outside of Philadelphia called Haverford College where she studied Philosophy. After working for a few years she then went to law school at the University of Georgia and then practiced law for a few years before going into the academy. She has had somewhat of a nontraditional path into her most recent position as the Dean of the Business School.

The future is very bright as the administration looks to evolve the Focus Carolina Plan into Carolina 2025. That ten year arc is enough time to really do the sorts of things that the President described in the four pillars, which are great guideposts and also sources of inspiration collectively as faculty work on research and expand the knowledge base and work together to prepare students in the best possible way.

The “No Limit Spirit” and the types of visioning being done through new strategic plan happened because of the faculty and their good work in their research and their attention to the students, in partnership with the staff, with the Provost, and all of the leadership in Osborne.

Provost Gabel reported there were had 91 tenure and promotions decisions last year involving 63 faculty members. There were 26 applications for Assistant Professor for tenure and promotion to Associate and 21 of those were successful. At the other level, i.e., tenure at the Associate Professor level, tenure and promotion to Professor, promotion to Professor, etc. there were 37 submissions and 32 out of those 37 were successful. So the success rate was about 80% which is a consistent level of high success.

All levels of agreement fell between 84-97% at each phase of the review, very high agreement. The highest agreement in the entire set of data was between the President and the committee at just under 97%, 96.77%. The Provost thanked the University Committee on Tenure and Promotion for their work, and asked for a round applause. (applause)

The Provost recognized the Deans to introduce their new faculty.

DEAN ROGER SAWYER (Arts and Sciences) his new faculty/Instructors in: Biological Sciences, Chemistry and Biochemistry, Criminology and Criminal Justice and Associated with African American Studies, English Language and Literature, Geography, History, Languages, Literatures and Cultures, Mathematics, Physics and Astronomy, Political Science, Psychology, Sociology and Women and Gender Studies, Statistics, Theatre and Dance, and the School of Visual Art and Design.

ASSOCIATE DEAN NANCY BUCHAN (Darla Moore School of Business) introduced new faculty in: Marketing, Finance and Economics.

ASSOCIATE LEMUEL WATSON (Education) introduced 8 members to the College of Education.

DEAN TONY AMBLER (Engineering & Computing) introduced 3 new faculty members in the College of Engineering and Computing.

DEAN HAEMOON (Hospitality, Retail, & Sport Management introduced 2 new faculty and 1 new instructor in the College of Hospitality, Retail, and Sport Management.

DEAN CHARLES BIERBAUER (Mass Communications and Information Studies) introduced 5 new faculty members in the School of Library and Information and the School of Journalism and Mass Communications

DEAN ROB WILCOX (Law) introduced 3 new faculty members in the School of Law.

EXECUTIVE DEAN LES HALL (Medicine) introduced 1 new faculty member from the School of Medicine in the following department of Pathology/Microbiology & Immunology.

DEAN TAYLOE HARDING (Music) introduced 2 new faculty members in the School of Music.

DEAN JEANNETTE ANDREWS (Nursing) introduced 6 new faculty members in the College of Nursing.

EXECUTIVE DEAN RANDALL ROWEN (Pharmacy) introduced 1 new faculty member in the College of Pharmacy.

DEAN THOMAS CHANDLER (Public Health) introduced 11 new faculty members in the Arnold School of Public Health.

DEAN ANNA SCHEYETT (Social Work) introduced 2 new faculty members in the College of Social Work.

## **5. Reports of Committees.**

PROFESSOR AUGIE GRANT (Journalism) reported that the Advisory Committee had one motion for change to the Faculty Manual. Changes to the Faculty Manual have been posted to the website. It changes ACAF 1.24 to “the appointment of Department Chairs and School Directors.” It has been passed by the Faculty Advisory Committee in Spring and comes to the General Faculty for a vote.

The motion was seconded and approved.

## **6. Old Business.**

There was no old business.

**7. New Business/Good of the Order.**

UNKNOWN PROFESSOR – Dean Tom McNally will send out a survey about the Libraries in the fall and encourages faculty to participate.

**8. Adjournment.**

A motion to adjourn was seconded and passed. The next meeting of the General Faculty will be held on Tuesday, April 26, 2016, 2:00 p.m. in the Law School Auditorium.