

**GENERAL FACULTY MEETING**  
**April 28, 2015**

**1. Call to Order.**

PRESIDENT HARRIS PASTIDES called the meeting to order.

**2. Approval of Minutes.**

PRESIDENT PASTIDES asked for corrections to the General Faculty minutes from the meeting of September 3, 2014. There were no corrections and the minutes were approved as submitted.

**3. Report of the President.**

PRESIDENT PASTIDES thanked his colleagues for attending the General Faculty meeting. He reported that he will soon preside at 14 graduation ceremonies including the Arnold School of Public Health Hooding where he will provide the keynote address.

The university will be graduating approximately 7,000 undergraduate, graduate and associate degree students system wide, a record number. About 5,500 of them will be graduated in Columbia and that brings the total to 66,953 hands Pastides has shaken or high-fived since he became President seven years ago. His eighth year as President will begin on August 1, 2015. The university has a great slate of commencement speakers.

Last night Pastides and Interim Provost Doerpinghaus presided over a new ceremony – the presentation of the Leadership Cord – Garnet, White and Black cords. This is only the second time they have been presented. The cords are for approximately 200 students who will be graduating next week from around the system with Distinction in Leadership. The President stated that he hopes the Leadership Cords will catch on beyond the Honors College, and that students who were admitted off the waiting list when they were freshman avail themselves of this because society is imbrued with too much thinking that leaders are endowed with some special talents, or graces, or money, or even intelligence when in fact what is needed is more leadership spread throughout every echelon of society in neighborhoods and communities and K-6 schools and in politics as well. Only a minority of these 200 students graduated with a leadership minor, which offers training in four areas: Global Engagement, Research, Community Service or Professional and Civic Engagement. It tells the prospective employer – or the graduate school, law school, medical school, whatever – that they are getting a good person, and that they are capable of contributing leadership to the business or organization. The Leadership cords will be worn with their mortar board. The President hopes to double the numbers next year.

President Pastides provided an update on admissions for August 2015. Carolina is bucking the trend of declining applications for bachelor degrees. That is a national phenomenon possibly caused by two things: the reality of increasing tuition expenses and the reluctance of families and individuals to get into debt, and a lot of bad rhetoric out there about the value of a college degree. The message is that students are being taught things that maybe don't matter relative to

their earning potential; that colleges are too expensive and it's the colleges' fault, and community colleges are better because they're less expensive. If those statements appear in the media over and over again it contributes to a smaller number of applicants to a 4-year university and therefore increases competition among those 4-year universities for the same pool of students. Enrollment management is a priority, including investing in the admissions program, in minority communities, in non-minority communities, in every pocket of the state to let them know that USC is THE university FOR South Carolina. The state's other large universities (Clemson and College of Charleston, for example) are also doing well relative to attracting applicants for different reasons but others, the smaller ones and perhaps more rurally located colleges, are in a bad shape. Carolina's freshman quality indicators are higher now at USC-Columbia than they are for those private universities that still enjoy a very good reputation.

The university is now at 94% of deposits for the freshmen class with the deadline being May 1. The expectation is to reach about 5,300 deposits by that day, and then admissions will experience what is called "the melt" because some of those 5,300 students will decide not to attend. A freshman class of about 5,100 is expected this fall, which will be one to two percent higher than last year. The administration wants to see a measured growth of one to two percent for the next decade. The university is quickly investing in its infrastructure to maintain the quality and resources faculty may need in terms of upgrading classrooms both with technology but also with good furnishings.

Next year President Pastides would like to work with Lacy Ford and with the faculty in looking at graduate enrollments, to study how Carolina is as a graduate training institution relative to masters' degrees, the professional masters, the academic masters, the professional doctorates and the academic doctoral degrees. Where to prioritize depends on how Carolina compares to the best public universities in the country who, like Carolina, aspire to AAU membership. There needs to be more investment in the Ph.D. and in attracting even better Ph.D. students. That takes money of course to recruit them away from other AAU type institutions. The President would like to see some more movement in that regard next year.

Pastides made special mention of the Gamecock Gateway program, which is a unique bridge program that allows students who were close to qualifying and would have qualified for admission to USC-Columbia 10 years ago and probably 5 years ago, to make it into the university. Now that the average SAT at USC is above 1,200, and for the Honors College above 1,400, there isn't the space for students who are at a lower level of high school achievement. But if they get some extra attention in their freshmen year by taking classes at Midlands Technical College while at the same time they live on campus and can receive the emotional, social and cultural amenities of the university, they will matriculate as sophomores to the University of South Carolina. There has been over 100% growth since this program began in 2012 in the number of applicants. About 350 new Gateway students will enroll. It is a first come, first serve basis because there are 350 rooms for these students and as soon as the rooms fill up there is no more space. Right now there are already 70 on the wait list.

The budget blueprint meetings were completed this morning. Highly professional and engaging meetings were held to hear the aspirations of all of the central units to the university. The faculty had three representatives, two of which are here today representing the current and future

leadership of the Faculty Senate. We were joined by the Chair of the Physics department, who also chairs the Faculty Senate Budget Committee; our new Student Body President Johnathan Kaufman; and many of the President's team members. The Provost represents the deans and the faculty with respect to their intentions to grow or to improve quality but also represented were student affairs, the legal department, the CFO, the VP HR and the Vice President for Research.

Dr Pastides will review these presentations and some additional considerations before going to the Board of Trustees in June to ask them to approve the budget with a tuition increase that for all intents and purposes is provided by the General Assembly. The university has yet to receive the letter but it is expected that it will contain a gentle reminder of what the higher education price index (HEPI) is – and it probably will be around 3%. The letter will limit that tuition increase to that amount.

The price point for out-of-state tuition has also become extremely pressured; the administration is hearing that from out-of-state families when they look at tuition at the University of South Carolina, which is approximately 3 times the amount of in-state tuition. For in-state it is roughly \$10,000 to \$11,000, although the average in-state student pays more like \$3,000 to \$5,000 after benefiting from one of the three lottery appropriated scholarships or other funding programs at Carolina. So in-state students pay roughly \$3,000 to \$5,000 for tuition and fees. Out-of-state students pay roughly \$27,000 to \$28,000 a piece, with far less discounting than the in-state students get from lottery and other scholarships. So when you look at the differential, our admissions people tell us you can't keep raising tuition to the level of a private university, or out-of-state students will stop coming. He really doesn't think we have that issue now.

The President stated he is delighted that the university will be reclaiming the Close/Hipp building, the former home of the Darla Moore School of Business. The Close/Hipp building and the current law school will be renovated into completely academic classroom buildings. There may be some wet labs and some instructional laboratories in those buildings. He added that the Close/Hipp building will possibly become the home of the College of Hospitality, Retail and Sport Management and that will be the last academic program to be liberated from the Coliseum. There are very few growing universities like Carolina that are advantaged by being able to reclaim several hundred thousand square feet of useable space to be put into use as academic support buildings.

President Pastides addressed the remarkable and hopefully prudent growth of residential facilities around the campus, including the corner of Huger and Blossom, the Palmetto Compress building, and the university's new project at 650 Lincoln which is only in Phase I. As soon as that Phase I opens there will be the second part that goes north, right across from the new business school. There is a plan for another very large residential tower that the administration is quite concerned about. It would be a block from the CVS, where Sandy's Hot Dogs and the Baptist Collegiate Ministry are now. They are contemplating a 25-story tower which doesn't seem to fit that vertical size – casting a shadow over everything around it. The President supports the redevelopment of Main street south of the Statehouse but the size of this apartment building for undergraduates doesn't seem right. The administration is carefully working with the city on this issue.

President Pastides provided updates on two searches. The Provost search is on track, and the President thanked co-chairs Professor Bobby Donaldson and Professor Audrey Korsgaard. Candidates will be on campus soon and he encouraged faculty to attend their presentations or view them online. He felt there was a good diversity in the candidate pool with respect to gender, race, and disciplinary background.

The second search is for a new chancellor at USC Beaufort. It will be difficult to find a successor to Jane Upshaw who was the founding chancellor. Beaufort is a growing 4-year campus, serving a highly diverse community of the low country – home to some of most affluent families in the state as well as some of the most hard pressed, in that there are a lot of immigrant labor families in large measure who work the tourist industries in Hilton Head and related places.

The President called upon Interim Provost Helen Doerpinghaus to present her report.

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

INTERIM PROVOST HELEN DOERPINGHAUS reported that the First Year Reading Experience book has been chosen - “Where’d You Go, Bernadette?” by Maria Semple. It is getting lots of excitement from the orientation leaders as they read the book and students will receive their copies as they come to orientation this summer. Faculty who are leading discussion groups will get their books very soon. It is a custom edition with discussion questions especially for the USC event.

The freshman class is a very strong class with the highest average SAT scores and GPAs in the history of the institution. There is still a cone of uncertainty over how many students will actually matriculate at USC since some students have double deposited or triple deposited. It is important that everyone continue to be welcoming in order to recruit students. Last year was the first time we had a two-day orientation and it went really well so it is expected to again this year.

Doerpinghaus was surprised and pleased to see a feature on the Carolina Core in The State newspaper. They printed letters from students, pros and cons about whether or not the Carolina Core really addresses the goal of liberal studies and ethics and values. This is exactly what the flagship university would like to see happen – have the people of the state think about the importance of what students learn and the role of the general education program.

She echoed what the President said about the Graduation with Leadership Distinction. It was exciting to look at the program and see the names of 200 students who have chosen to elect a curriculum that is not required but is something that they want to do to learn more and to build their leadership skills. It says a lot about undergraduate studies at a large Research One university. Not everybody has this kind of thing going on, and she appreciates that the faculty made that happen.

Doerpinghaus briefly highlighted her report to Faculty Senate about Greek Life, because there had been so much about it in the news recently. Greek Life is a great draw. Many students come here because there is a strong Greek Life and there are many things that Carolina’s Greek organizations do that make the university community proud. The Dance Marathon raised half a million dollars for the children’s hospital and Greek organizations volunteer in communities and

yet the administration is also concerned by behaviors that put the students and others at risk. Changing that kind of culture is something that requires not only the administration but the faculty and staff and students, the national Greek organizations, and the community, to work together. This summer there will be a committee working on the national issues affecting the student experience including such things as hazing, diversity, harassment, discrimination, alcohol and drugs, campus sexual assault – all of those things from a state and institutional perspective along with recommendations on how they can change the culture to a more educationally purposeful one. The committee will be chaired by Dean Peter Brews of the Arnold School of Business and will develop recommendations for USC. It is a very exciting development as the university wrestles with this challenge together.

Doerpinghaus reported on undergraduate advising changes. Last November at Faculty Senate the Provost called for the faculty and the community to take a look at what is happening with advising. Retention and student success are critically important at Carolina and the university is bumping up on its 5 year goal of 90% retention between the freshmen and sophomore year. Graduation rates are also strong, in fact they are the strongest they have ever been with a 6 year graduation rate above 75%. We are striving for a goal of about 80% when looking at the blueprint and dashboard parameters. Doerpinghaus thanked the faculty for all they are doing to strengthen student success. After talking with students, faculty and advisors, reading the national literature, and benchmarking with peers and peer aspirants, the university also needs to take a look at how advising is handled at Carolina. It varies across campus depending on college and in some cases on department. So a task force has been taking a look to see what might be done differently in order to strengthen retention, graduation and student success. The advising coordinating task force was a small group of advisors, faculty, administrators, students that reviewed results from a student and an advisor survey conducted in December and January. They have taken the survey information, and other best practices reports, listened and discussed options, and put together recommendations.

The recommendation suggests establishing a USC Advising Center and having professional first year advisors to facilitate consistent student advising for all undergraduates. The Director of the Advising Center would provide resources for the colleges, and there would be training and certification programs for first year advisors who advise to incorporate not only the academic requirements for the core and in the program major but also available student services such as the Student Success Center, the Student Health Center, all those resources available to assist students. There will be an education module on education best practices. The university advising center also would provide technology and online resources, beginning with an audit of the technology resources that advisors use now. An effort would be made to streamline technology to make it more useable. There would be student programs to educate students about what advising entails, how to prepare for advising and what is needed to graduate on time.

In the next months the provost will be talking with the Council of Academic Deans about the new advising recommendations as well as with the University Advisors Network and the Associate and Assistant Deans Council. Doerpinghaus hopes they can get started in late summer or early fall with moving toward some of the recommendations in the plan.

Those are some of the highlights of what is going on with undergraduate students. The President mentioned the need to strengthen infrastructure and faculty resources as the number of students increase in this measured growth plan. The faculty growth plan is to hire 25 new faculty a year for 10 years in order to grow the strength of the faculty as additional students (100 per year for 10 years) are added. This faculty hiring will help address some of the concerns colleges have about student to faculty ratios. The Provost's staff will seek the advice of the deans and also look at some of the student enrollment trends to see where students are moving and where the biggest issues are with student/faculty teaching ratios. In addition, when looking at the measured growth in faculty they will consider the research interests and the research needs of the university.

Doerpinghaus then announced the Faculty Award Winners.

## **2015 Faculty Award Winners**

### **John Gardner Inspirational Faculty Member Award**

Bobby Donaldson  
College of Arts and Sciences  
History

### **Distinguished Undergraduate Research Mentor Award**

Pamela Bowers  
College of Arts and Sciences  
School of Visual Art and Design

William Jackson  
USC Aiken  
College of Sciences

Chuanbing Tang  
College of Arts and Sciences  
Chemistry and Biochemistry

### **Ada B. Thomas Outstanding Faculty Advisor Award**

Melissa Moss  
College of Engineering and Computing  
Chemical Engineering

### **Ada B. Thomas Outstanding Staff Advisor Award (Announced and Presented at April 16 Awards Ceremony)**

Diane Wise  
South Carolina College of Pharmacy

### **Russell Award for Research in Humanities and Social Sciences**

Carol Harrison  
College of Arts and Sciences  
History

**Russell Award for Research in Science, Mathematics and Engineering**

Branko N. Popov  
College of Engineering and Computing  
Chemical Engineering

**Educational Foundation Award for Research in Health Sciences**

Francis Spinale  
School of Medicine  
Cell Biology and Anatomy

**Educational Foundation Award for Research in Humanities and Social Sciences**

Alexander Beecroft  
College of Arts and Sciences  
Languages, Literatures and Cultures

**Educational Foundation Award for Research in Science, Mathematics and Engineering**

Victor Giurgiutiu  
College of Engineering and Computing  
Mechanical Engineering

**Educational Foundation Award for Research in Professional Schools**

Robert Li  
College of Hospitality, Retail and Sport Management  
Hospitality, Restaurant and Tourism Management

**Educational Foundation Award for Outstanding Faculty Service**

Laura C. Hein  
College of Nursing

**Carolina Trustee Professorships**

Robert Jesselson  
School of Music

Deanne K. Hilfinger Messiah  
College of Nursing

Tim Lintner  
USC Aiken  
School of Education

**John J. Duffy Excellence in Teaching Award (2014)**

Eran Kilpatrick  
USC Salkehatchie  
Division of Mathematics and Science

**Clinical Practice Teaching Award**

De Anna Cox  
College of Nursing

Brianne Dunn  
South Carolina College of Pharmacy  
Clinical Pharmacy and Outcomes Sciences

**Michael J. Mungo Undergraduate Teaching Award**

Sanjay Ahire  
Moore School of Business  
Management Science

Lydia Brandt  
College of Arts and Sciences  
School of Visual Art and Design

Thomas Lekan  
College of Arts and Sciences  
History

Tammi Richardson  
College of Arts and Sciences  
Biological Sciences

**Michael J. Mungo Graduate Teaching Award**

S. Michael Angel  
College of Arts and Sciences  
Chemistry and Biochemistry

**Michael J. Mungo Distinguished Professor of the Year Award**

David Reisman  
College of Arts and Sciences  
Biological Sciences

**5. Reports of Committee.**

PROFESSOR CHRIS ROBINSON (Art) brought forward the Faculty Advisory Committee's proposed changes to the USC Faculty Manual, which are listed on the Faculty Senate website:

- Remove the prohibition for service for more than three consecutive years on the same faculty committee.
- Remove all references to "Regional Campus(es)" and substitute with "Palmetto College Campuses."
- Replace the reference for the end of the nine-month term of appointment from through "commencement" to through "May 15<sup>th</sup>".

- To establish a standing committee on Information Technology that has been an ad hoc committee of the Senate to place that in the Faculty Manual as well and to make the chair of that committee a member of the Steering committee.

PROFESSOR LINDA SHIMIZU (Chemistry & Biochemistry) spoke against the elimination of the term limits on committees for several reasons. One, this has been in the Faculty Manual for a long time. It has the outcome that committee service is spread over a lot of people so that there is input from a lot of people and it is truly democratic about getting people's advice and wisdom from all of the departments. To delete the term limits all together is very short sighted.

Limits also make sure that the committees turn over very frequently so that the new people coming on don't feel like they would have to wait before they offer their opinions. So this give a nice collegiality to the committees that we have.

The third thing is something that has come to her attention as the co-chair on Provost's Advisory Committee on Women's Issues. Shimizu's stated that her unit is very good about mentoring and protecting junior faculty from over committing and that women especially across this campus get asked to do so much more than men. Even if they say no to about a third of the things that they get asked, it is a lot more than their male colleagues. Her unit has been very good about junior faculty but being on this university committee it is not the case in a lot of units in which women do more, maybe because they are asked to do more and maybe because they feel like they cannot say no. She stated that it is to divide those opportunities among all of the faculty. It might take a little longer time to fill the committee seats but that is no reason to limit the term limits all together.

PROFESSOR ROBINSON thanked Professor Shimizu for her expression of concern. Her concerns were also presented at the last Faculty Senate meeting and the committee discussed it broadly and the feeling was that while they were very sympathetic that the cure is not necessarily achieved by voting down this motion and that there might be other means to present an opportunity for that cure. The initial motivation for this change is that a person who is appointed for one year who may become interested in the business of the committee and elect to serve an additional term is not allowed to do so. Concerning checks and balances, the Faculty Senate Steering committee oversees the appointment of people to these committees as well as the recommendations for elections and would try and intervene if somebody held in place too long.

PROFESSOR SHIMIZU stated her concern that the junior people that she is talking about would not feel comfortable speaking up. She has heard this from faculty and from meeting people across campus, but if someone has been appointed to a committee for a year and then steps down for a year or two they can of course go back on the committee. She thinks that is only going to affect one or two people – a handful of people where the elimination of term limits could affect many, many more people.

PROFESSOR JIM KNAPP (Chair of Faculty Senate/Earth & Ocean Sciences) stated that he has had a fair deal of experience of the operation of the Senate. He respects the comments from a fellow senator. As Professor Robinson alluded to one of the issues that Faculty Steering has

continued to deal with on populating Faculty Senate committees is actually a shortage of volunteers; it has not been that any one has been excluded. In his experience on the Faculty Senate and as Chair, it was only this past March for the first time in anyone's recent memory that there were actually enough volunteers that to fully populate all the Senate committees. So this has been one of the problems. It is not only a shortage of members that are willing to step up and be engaged, but beyond that, there are routinely vacancies that are on committees and when Steering tries to fill those incomplete terms, those people are then precluded from any continued service on that committee. So this really is not intended in any way to really burden some individual groups of faculty and Knapp doesn't think that will be the case. Instead the door is still open for as many volunteers as possible and the Faculty Senate Steering committee continues to provide oversight on making sure that people have opportunities to serve on those committees.

PROFESSOR MARCO VALTORTA (Computer Science & Engineering) stated that he sympathizes with Professor Shimizu's point and is a little frustrated that the solution to eliminate the problem with filling mid-term vacancies is simply to remove term limits. On the other hand he pointed out that there are some committees for which the term limits remains because that is required in the Faculty Manual in the description of the committees. He thinks the most important one of these may be the University Committee on Tenure and Promotions where the description of the committee explicitly states that there is a limit of three years so that will remain.

PRESIDENT PASTIDES thanked the senators for their comments and asked Professor Robinson to repeat the four proposed changes. He also stated that they could be considered separately or as a package.

PROFESSOR ROBINSON read the proposed changes.

1. The removal of the prohibition of service for more than three years on standing committees.
2. All references to "Regional Campus(es)" will be substituted with "Palmetto College Campuses".
3. To replace the reference to the end of the nine-month term of appointment from through "commencement" to through "May 15<sup>th</sup>."
4. To establish a standing committee for Information Technology and placing the chair of that committee on the Faculty Senate Steering Committee.

PRESIDENT PASTIDES stated that unless there was a recommendation to disentangle one or more of the four in vote separately that passes this body, then all four would be voted as they were recommended.

UNKNOWN FACULTY MEMBER moved to disentangle the term limits from the others that seem to not be under discussion.

The motion to separate the first change was seconded and passed.

PROFESSOR ROBINSON reread proposed changes 2-4: all references to Regional Campus(es) will be replaced by Palmetto College Campuses, the term for the nine-month faculty will be changed from ending of “commencement” to ending on “May 15<sup>th</sup>”, and the establishment of a standing committee of the Faculty Senate on Information Technology and the chair of that committee becoming a member of the Steering committee.

PRESIDENT PASTIDES asked for a new second to the motion. It was seconded by Professor Buell and passed.

PROFESSOR ROBINSON reread the first proposed change, to remove the prohibition of service for more than three consecutive years on the same faculty committee.

The motion was seconded. The majority voted to oppose the change and the motion failed.

## **6. Old Business/New Business.**

There was no old or new business.

## **7. Good of the Order.**

PROFESSOR KNAPP announced the retirement of Jeanna Luker from the Faculty Senate Office. The Faculty Senate was originated in the year 1970 so it has been in existence for a total of 45 years. Prior to that, the General Faculty exercised their governance through the body of the whole of the university faculty, so it has been a distinguished 45 years. He has had the privilege for the better part of a decade now to be involved in that level of faculty governance. He asked Faculty Senate to join him in thanking Ms. Luker for 27 years of dedicated service to the University of South Carolina.

[The Faculty Senate rose and applauded Ms. Luker.]

PRESIDENT PASTIDES stated that was the first time he had ever seen the General Faculty rise for anything other than an adjournment.

PROFESSOR CHRISTIAN ANDERSON (Education) provided an update on the effort to put up a statue in honor of Richard T. Greener, who was the first African American faculty member at the University of South Carolina from 1873 till 1877, in an effort to make his more well known. The Board of Trustees has approved the initial design and for fund raising to start. Given that most buildings, awards, and so on are named after donors it is significant that something is going to be named and put up in honor of a former faculty member. More information will be forthcoming.

PRESIDENT PASTIDES thanked Professor Anderson for the update and added that he himself was particularly excited about this monument. The campus has a dearth of sculpture either for artistic or tribute reasons and he would like to see that change. Richard T. Greener was the first

African American graduate of Harvard University, his Carolina diploma was found in an attic in Chicago as well as other Greener papers. The statue will be truly beautiful and in a very prominent location. As you look at the front of Thomas Cooper Library it will be immediately on the left-hand side moving over toward the Russell House.

### **8. Adjournment.**

A motion to adjourn was seconded and passed. The next meeting of the General Faculty will be held September 9, 2015, 2:00 p.m. in the Law School Auditorium.