

**GENERAL FACULTY MEETING**  
**September 1, 2010**

**I. and II. Call to Order and Approval of Minutes**

**President Harris Pastides** called the meeting to order and asked for corrections to the minutes of the meeting of April 27, 2010. There were no corrections, and the minutes were approved as written.

**III. Report of the President.**

**President Pastides** greeted his faculty colleagues throughout the University system and welcomed them back to a new academic year. The President noted that this is a bittersweet time of year – bitter because of the fading of summer, but sweet with the excitement and energy of the new academic year. He assured them that he brings to the office every day the dynamic and commitment to think about the University from the perspective of a faculty member and, although he appears before the body as the President of the University, he is first and foremost a faculty colleague.

President Pastides observed that this new year will be a very interesting one, as have been the first two years of his presidency. Not only are we still facing the challenges of the ongoing economic crisis, but the new year will bring new opportunities, as well. This is a year in which we have decided to grow throughout the University system, and welcome the largest freshman class in the history of our University, as well as that of any university in the history of South Carolina. The President expressed unhappiness with the way *The State* newspaper had reported on our increased class size. He felt that *The State's* appraisal was inaccurate for two reasons: (1) They talked about our commitment to grow as motivated by the need for increased revenue and (2) they talked about the woes of students concerned with being unable to have beds or classes or other enhancements.

President Pastides disagreed with the article on both fronts, noting that we are growing because we are a university that is committed to educating more Americans and more South Carolinians. South Carolina ranks 43<sup>rd</sup> in the United States with respect to college attainment. USC had a record number of applicants this year from within South Carolina and from the other 49 states, and a record “yield” – the number of students whom we accepted who accepted us in return. We have a wonderful, bright, energetic, and occasionally loud class of approximately 4,473 freshmen, along with all of our returning students. The President suggested that *The State* could have titled its article “Snug But Happy.” The President observed that he did not intend to make light of the increased responsibility of the faculty for the increased class size, and noted that the Provost would be speaking later in the meeting about the commitment of the Administration to enhancing the work that the faculty does, and in the comfort and support that the faculty has in meeting the educational needs of the students.

President Pastides expounded on other ways in which the new year will be an active one. We will be busy designing the new Darla Moore School of Business, which will be located at the corner of Greene and Assembly Streets. We have a wonderful world-class architect who is working on the design of that building. A Blue Ribbon Panel is currently helping to plan the future direction of our Law School. We are continuing planning for our SACS reaccreditation visit, which will be in the spring of 2011. And we are beginning another season of Gamecock football. The President took a few moments to reminisce about the USC baseball team's championship win in June of the College World Series, and praised the players for their extraordinary heart and talent.

President Pastides predicted a very fine year for USC, in spite of the adverse economy. We have become a more self-reliant university. We will not cease to look to the State of South Carolina for increased financial support, but the President stated that we are not likely to get it any time soon for two reasons:

- (1) There is no new money in the State of South Carolina and there won't be this year.
- (2) Even if there were new money, our state government is not likely to call the leaders of South Carolina's institutions of higher education to tell them that the appropriations money they lost is going to be replaced.

Our medium- and long-term prospects will have to be the result of how we work and how we work smartly, how we economize and how we bring in revenue and take care of ourselves. Unfortunately, the main way we take care of ourselves is in the appropriate pricing of the product we deliver. The main difference in a public and a private university is that private universities are traditionally more tuition-dependent than public universities. USC's budget model now shows that tuition is the dominant part of our funding. This does not mean that we can be reckless with respect to future tuition increases. Whenever we increase tuition, we have to look at the ability of young people and families who cannot afford the product that we wish to deliver to them. We must consider ways to help them to acquire and to access that product through scholarships and other support.

President Pastides described his recent experience reviewing a book, "Into the Wild," by Jon Krakauer, read by our incoming students on Freshman Reading Day. The book is about an Emory graduate who, shortly after graduation, got an old car, gave away all the money that he had, and drove into the wilds of Alaska. The President noted the enthusiasm and engagement with which the students discussed the book, and the energy that they bring to the University.

The President then discussed the partnership of USC with the Greenville Hospital System to expand the medical education program in Greenville from a two-year to a four-year program. The initiative is in response to South Carolina's serious need for more primary care physicians, internists, family practitioners, pediatricians, and OB/GYN specialists. President Pastides recounted a recent experience in Turbeville, SC, where he met Dr. Kate Smith, Turbeville's only physician. She is past retirement age, but continues to

work, saying, “Who is going to take care of these people if I don’t? I am Turbeville’s last doctor.” Two other small towns nearby have no doctor at all, and Dr. Kate takes care of those patients, as well.

USC has recommitted to educate more primary care physicians. President Pastides noted that there will be no state appropriations going to the Greenville program, and deferred the details of our partnership with the Greenville Hospital System to the Provost in his address.

The President then thanked the faculty for the work that they have been doing, especially in response to the current economic climate. He noted that the fact that we are able to introduce new faculty this year is a great source of joy for him. The University’s Provost and Chief Financial Officer are working together to find ways to increase our faculty ranks and to consider what can be done about salaries and faculty welfare.

President Pastides invited questions from the floor, and invited faculty to a reception immediately after the meeting. He then turned the program over to Provost Amiridis.

#### **IV. Report of Provost.**

**Provost Michael Amiridis** echoed the President’s comments regarding the size of our entry class this fall. He noted that, while the numbers may drop by a few students in the next few days, the class numbers around 4,475. This is one of the best, if not the best, classes that we have brought to the University of South Carolina. This class is also more diverse than last year’s class, which is of great benefit to the University. Student Affairs has calculated that the number of African American students in this fall’s entry class has increased by 28% compared to last year’s numbers, and we are happy with this increase.

The Provost thanked the Student Affairs Office and Dennis Pruitt for doing an excellent job in recruiting such a class. Provost Amiridis noted that we have not had any complaints regarding the availability of classes. He thanked the academic units for their efforts in supporting the class, and particularly Dean Mary Anne Fitzpatrick and the College of Arts and Sciences because many of these freshmen are taking their first courses there.

The Provost reported on the progress of the University’s current dean searches. Professor Tim Mousseau will serve as Interim Dean of the Graduate School. Professor Tayloe Harding will serve as Interim Dean of the Honors College while maintaining his duties as Dean of the School of Music. Provost Amiridis asked the faculty for referrals of individuals here or at other institutions who would make good candidates for the dean searches in the School of Law, the Honors College, and the College of Education.

The University will be sending in our SACS document soon. There are approximately 600 pages in the main document, and approximately 1,000 pages of supplemental material, including roughly 3,000 electronic links to our information on the Web. The Provost is confident that, for a 1,600-page document, we are in good shape and will be

able to submit the document on schedule. There will be more discussion during the fall regarding our Quality Enhancement Plan, which is a significant component of our SACS accreditation process. The SACS committee will expect the faculty and students to be familiar with the QEP when they arrive on campus next March, and much information will be forthcoming to be sure that the faculty will be able to answer the questions that they will be asked.

The Provost's Office is working on a plan to adjust the salaries of some faculty and staff members, and will be discussing the plan with the deans and with the Faculty Welfare Committee and the Faculty Senate. There is not a large amount of money involved, because we don't have a large amount of money available, and the adjustments cannot be made across the board, so some selections will have to be made at the local levels. The Provost expects that everything will be completed before the end of the fall semester. able to answer the questions that they will be asked.

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Provost Amiridis invited questions and then opened the floor for introductions of new faculty members.

**Dean Les Sternberg** (Education) introduced 2 new faculty members in the College of Education.

**Dean Mary Ann Fitzpatrick** (Arts and Sciences) introduced 27 new faculty members in the College of Arts and Sciences.

**Professor Bob Mullen** (Engineering and Computing) introduced 5 new faculty members in the College of Engineering and Computing.

**Professor Virginia Weathers** (Libraries) introduced 1 new faculty member in University Libraries.

**Dean Charles Bierbauer** (Mass Communications and Information Studies) introduced 3 new faculty members from the College of Mass Communications and Information Studies.

**Professor Robert Best** (Medicine) introduced 19 new faculty members in the School of Medicine.

**Dean Peggy Hewlett** (Nursing) introduced 5 new faculty members in the School of Nursing.

**Dean Brian Mihalik** (Hospitality, Retail, and Sport Management) introduced 2 new faculty members in the College of Hospitality, Retail, and Sport Management.

**Executive Dean Joseph DiPiro** (Pharmacy) introduced 5 new faculty members in the South Carolina College of Pharmacy.

**Dean Thomas Chandler** (Public Health) introduced 7 new faculty members in the Arnold School of Public Health.

**Dean Dennis Poole** (Social Work) introduced 5 new faculty members in the College of Social Work.

**Vice Provost Dean Chris Plyler** (System Affairs and Extended University) introduced 8 new assistant professors across the system to our campuses and 9 new instructors in the System Affairs and Extended University.

Provost Amiridis noted that at least 3 out of the 4 regional campuses had record enrollments this year. He then announced two new Vice Provosts: Professor Lacy Ford has departed his role as Chair of the History Department and, effective September 1, has assumed responsibilities as a Vice Provost. On October 1, Professor Tim Douppnik will depart his role as Chair of Accounting in the Business School to assume his responsibilities as Vice Provost.

## **V. Report of Chief Financial Officer**

VICE PRESIDENT TED MOORE (Finance and Planning) welcomed everyone to and back to Carolina and conveyed the greetings of the Division of Finance and Planning.

He then presented Chris Wuchenich as Associate Vice President and Director of Law Enforcement and Safety. Chris is a graduate of the FBI Academy and has been with us for 15 years at USC Law Enforcement. He was the ideal candidate in a national search for a replacement for former Director Ernie Ellis, who recently retired after some 30 years with USC and 40 years in law enforcement.

ASSOCIATE VICE PRESIDENT CHRIS WUCHENICK (Law Enforcement and Safety) greeted the faculty and echoed the President's observation that this is a bittersweet time – bitter because he has lost a mentor in Ernie Ellis, but sweet in the knowledge that the colleagues in his department are true professionals whose dedication is second to none. He is honored and humbled by the Administration's trust in him and by the privilege to serve our University and the employees and officers of his division.

Chief Wuchenich reminded everyone that his division is committed the values of human rights, excellence, integrity and accountability, and to constant improvement. He announced his phone number, 777-4487, and invited faculty, staff, and students to use it

to communicate any thoughts on ways that Law Enforcement and Safety can improve their services to the University community.

Vice President Moore reported on the current search for a systemwide Senior Administrator Vice President of Human Resources. Chancellor Tom Hallman of USC Aiken is leading that search, and the Vice President expects that the search will be successfully concluded by the end of this calendar year.

Vice President Moore provided an update on the strategic planning initiatives underway through Focus Carolina. We are now at a phase in Focus Carolina on the Columbia campus where we are about to roll out the action plans and action steps that implement and execute the goals and the strategic mission of the institution. Huron Group, a consulting firm, will be reviewing the organizational structure of the University, and making recommendations on improving the efficiency and effectiveness of our operations. The firm expects to have their review completed by the end of December, and the Finance and Planning Office will be sharing this information with the faculty in the very near future.

The Finance and Planning Office has also concluded a revised campus master plan – an architectural plan that describes the University’s physical infrastructure as it exists now, and how it will look over the next 30 years or so, to the degree that we can see that far into the future. The faculty can expect information from the plan within the next few weeks.

Vice President Moore delivered an overview of the current budget climate, noting that the University has lost about 47% of our state appropriation in the last two years. State appropriation now for the entire USC system is about \$121 million a year and for Columbia alone it is about \$86.7 million a year. We are about a billion dollar a year system. Tuition revenue for the system is about \$475 million a year – budgeted this year. For Columbia only it is about \$359 million or so, to give perspective on tuition versus state appropriation versus total budget. The Vice President predicted last year the likelihood of another significant cut in Fiscal Year 2012, and available information is fairly close to that prediction. Before the end of this calendar year, we will have a fairly tight estimate as to how much we will be cut again. It will be significant; it will be double digit percentage, but the Vice President encouraged the Carolina Family not to become alarmed. We’ve been there before, and we’ll handle this next loss of appropriations. The same people who have been managing and planning the budget throughout are with us and will get us through this. We will hope that Fiscal 13 will begin to see a turnaround but Fiscal 12 looks like another cut for us.

Vice President Moore ended his report with an observation that followed up on comments from the President and the Provost regarding the media attention about the large number of students we have this year (which is a delight for us). One of the implications of the news coverage has been the idea that USC went out and threw open its doors and brought in lots of new students to help balance the budget. The Vice President notes that, since this year’s budget cut was \$24 million, this scenario would be impossible. The number of students it would take to balance the budget cut exceeds the

number of available students in the state so, obviously, this was not our imperative in admitting a larger class size. The University brought in more students because our mission is to educate as many students as we can, as many South Carolinians as we can, and to train them as best we can.

#### **VI. New Business.**

There was no old business to be conducted.

#### **VII. Good of the Order.**

No further matters were brought forward for the good of the order.

#### **VIII. Adjournment.**

President Pastides declared the meeting adjourned, and invited faculty members to a reception immediately following the General Faculty meeting in the lobby outside the auditorium.

The next meeting of the General Faculty of the University of South Carolina will be held on Tuesday, April 26, 2011 (Reading Day), at 2:00 p.m. in the Law School Auditorium.