

**GENERAL FACULTY MEETING**  
**April 27, 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 September 2, 2009. There were no corrections, and the minutes were approved as written.

**III. Report of the President.**

**President Pastides** greeted the faculty and opened his report with an update on the University's budget. The President has observed improvements that have occurred as the result of our campuses strategic planning process, but noted that our state resources are still declining. Vice President Ted Moore and Provost Amiridis are meeting with the academic units to plan for management of the current budget situation.

President Pastides thanked the faculty for working with the University's Administration on issues arising from the budgetary climate, noting that some faculty members have contacted him and Provost Amiridis directly with concerns about their specific programs. The President assured these faculty members that they and their deans and department chairs are being heard, and pledged his continuing commitment to strong and open dialog and communication with the faculty.

Within the last two years, our University system has experienced a permanent reduction of some \$103 million, which is 46% of the state appropriation as it was on July 1, 2008. By July 1, 2010, state appropriations will be in 5<sup>th</sup> place in the revenue stream of the University. When President Pastides arrived at the University in 1998, state appropriations accounted for one third of the University's funding, having diminished from 50% and then 40%. As we begin fiscal year 2011, state appropriations will comprise only about 11.5% of the University's revenues.

The major part of our revenue stream is tuition. One of the historical differences between public and private universities has been their sources of funding – public universities get their main stream of revenue from the state and private universities get theirs from tuition. Over the past five years, our University has subtly but rapidly migrated toward a private university funding model. We are a tuition-dependent university. Most public universities faced with financial constraints contract and become smaller. Our University, in order to face the realities of our funding profile, will have to see if we can become bigger. In doing so, President Pastides expects that faculty have important questions such as, "How do we care for more students, how do we grow the faculty ranks and how do we increase and improve the infrastructure relative to education?"

The President expects that the Columbia campus will increase the freshman class this fall by approximately 200. This class of approximately 4,200 will be the largest freshman

class in USC history. The good news is that our applications are booming for USC's Columbia campus and this increase is mirrored to some extent at all of our 8 universities throughout South Carolina. We are seeing robust applications and many accepted students are sending deposits as a formal indication that they will be with us in August. Still, enrollment management is complicated and we never really know what the size of the freshman class will be until around the middle of August, the time of the freshman convocation.

The tuition that an out-of-state student brings to USC is approximately 2.5 times or 250% of that brought by an in-state student – approximately \$24,000 compared to approximately \$8,500. Of course, this disparity would be the wrong reason to increase admissions only for out-of-state students. A proposal was introduced in the legislature this year to cap the out-of-state enrollment at all public universities in South Carolina, but it was defeated. Another legislative proposal was aimed at capping tuition increases on in-state tuition, and that was defeated also. The University must self-regulate relative to our tuition increases and, along with the Provost and the Vice President for Finance and Planning, President Pastides is currently considering several proposals for tuition increases. They will take the one they recommend to the Board of Trustees.

The President reiterated the fact that our state appropriations have fallen to fifth place on the list of the University's sources of funding. Tuition is first, by far the largest source of income for the University. Second is Federal grants and contracts. Our awards are up this year due, in part, to the stimulus funding – not the stimulus funding that went to the State of South Carolina, but the stimulus funding that went to the sponsoring agencies. The third leading source of revenue is what we call auxiliaries – auxiliary services that include athletics, notably football. It also includes residence halls, the University bookstore, food services, and vending machines. The fourth leading source of funding for the University is philanthropy – cash gifts and/or pledges in planned giving from private individuals, including alumni, and from foundations and corporations. Since state appropriations have fallen by 46% in the last two years, state funding is now fifth on the list of University funding sources.

At the time of this meeting, President Pastides had met with Senator John Courson from Richland County and would soon be meeting with a group of legislators known as the Gamecock Caucus – a group of friendly legislators, most of whom are USC alumni. The President will share with them the University's and the faculty's concerns and ask for their help in maintaining support for the University, even in the current financial downturn. Even this year there is a distant threat of an additional recession or that some of the lottery funds that come to the University of South Carolina for technology and for other purposes could be diverted toward K-12 or towards some other state program. The President is still looking for a compact between the legislature and the University, and wants the Gamecock Caucus to understand the importance of the work of the state's flagship University and our mission to this state.

The University will be welcoming three outstanding candidates for the position of Vice President of Communications. President Pastides underscored his commitment to the

communication mission of the University, and noted that this position is not about advertising. It is about better communicating, marketing, and, most importantly, advocating for the University and for the work done by its faculty.

President Pastides noted the chasm left by our recently departed trustee and friend, Michael J. Mungo. The award named in his honor, the Michael J. Mungo Teaching Awards, are the highest awards that the University offers. They are highest in both dignity and in honor, but also in the funding level that results from an endowment left to the faculty by Michael J. Mungo. His leadership, encouragement, and strength will continue to fuel our resolve to continuing to advance his beloved University.

The President noted that two other trustees, Art Bahnmüller from Sumter and Othniel Wienges from St. Matthews, are concluding their long terms of service and will step down from the Board on June 30<sup>th</sup>. Two new members will be replacing them. Alumni Charles Williams will be representing St. Matthews and Dr. C. Dorn Smith will represent Sumter. Other members who are returning to their seats are: William Hubbard, Greg Gregory, Toney Lister, John von Lehe, Dr. Eddie Floyd, Mack Whittle, and Leah Moody. President Pastides noted that Ms. Moody is the Board's only African-American trustee, and referred interested faculty members to an editorial he wrote for the State Newspaper relative to the University's commitment to diversity and reliance on diversity as a fundamental tool to advance the work that we do.

President Pastides observed that this is commencement and awards season, in his opinion the best time to be on our campus as we celebrate the many accomplishments of our faculty and our students. The awards were presented on April 28 in a ceremony at the Thomas Cooper Library, but the President presented some highlights:

#### Faculty Awards

Dr. Rick Adams (Chemistry) – American Chemical Society's Award for Distinguished Service in the Advancement of Organic Chemistry

Dr. Dimitar Deliyski (Arnold School of Public Health) – 2010 International Association of Logopedics and Phoniatics Manuel Garcia Prize (awarded only every three years) Dr. Deliyski is only the 4<sup>th</sup> scientist ever from the United States to win this award.

#### Student Awards

Gurjeet Guram – Algernon Sydney Sullivan Award

Meredith Ross – Algernon Sydney Sullivan Award

Sarah Pulliam – Goldwater Scholar

Lesley Joseph – Udall Scholar

The President announced the commencement speakers for the ceremonies on May 7 and 8. At the Friday commencement ceremonies for baccalaureate and masters degrees we

will have Pulitzer Prize-winning author and columnist for the Washington Post, Eugene Robinson, who is also a member of USC's class of 1987. (Kathleen Parker, also a South Carolinian, also won a Pulitzer Prize for commentary.) For the Saturday morning ceremony, the speaker will be Ben Bernanke, Chairman of the Federal Reserve Bank.

The evening before this meeting, the President and Mrs. Pastides participated in the annual Athletics Gala, and the President observed how uplifting it was to see our Varsity Athletes in a different kind of uniform (dress attire).

President Pastides noted that more good news is that our students here at Carolina continue to be given a wonderful quality of education and that they seem genuinely happy – motivated, enthusiastic, gratified and thankful to the faculty for the education that they are receiving. The President was particularly gratified to learn of a student from Philadelphia who is matriculating in the Honors College next August. She was accepted to every school to which she applied, including Yale, MIT, Cornell, Penn, Columbia, RPI, and Carnegie Mellon, but is coming to Carolina as a McNair Scholar. Her father is a USC alumnus.

The President reported on the retreat that the University's senior leadership went on with the Board of Trustees. Essentially, the Trustees asked, "How are you going to continue to advance the University in these bleak times?" Over the course of two days, the University's leaders and its Trustees talked about building on the strong foundation that the University has. USC has been designated a research institution of "very high research activity" by the Carnegie Foundation for the Advancement of Teaching and has received the Carnegie top designation for public service and outreach. Only 31 universities in America, public or private, have both of those Carnegie designations. We jumped 38 places in Kiplinger's ranking of universities that provide strong academics at affordable prices. However, we can't get to the top of that list having the tuition structure that USC has, and the tuition rates that we will continue to need to set into the future because there are many, many public universities that charge their in-state students considerably less than we do in South Carolina. We have become a tuition-dependent university. North Carolina is a good example of a state that has a significantly lower cost structure for in-state students and a significantly higher cost structure for out-of-state students.

We continue to have our beautiful campuses and our strong Carolina spirit but a strong foundation is not enough alone to grow on. We need peak programs to continue to build. The President and the Provost are in on-going discussion regarding how to build peak programs. The concept isn't centralized in terms of specific departments, but is more an approach focusing on interdisciplinary activities where large numbers of faculty from several departments can all collaborate.

The President's Office, in concert with the Provost's Office and the Vice President for Student Affairs, is working to advance an initiative relating to student leadership. The President hopes to get faculty input on the initiative, as well. The idea is a series of initiatives to give every undergraduate student at the University of South Carolina a better opportunity than they've ever had to develop their talents with respect to leadership

– either natural talents or talents acquired through the curriculum and through extracurricular activities. The President emphasized that this initiative would not be aimed at the development of political leaders but to foster skills that will enable students to make meaningful contributions to their communities and to society at large.

We are already at work on a civil discourse initiative. There will be three civil discourse classes offered in the next academic year. We are looking at the possibility of an online journal at USC for disseminating essays by students and faculty relating to civility and citizenship. We are looking at establishing an online clearinghouse for civility resources to include content related articles and books, perhaps course materials, curricula and syllabi that we could share with colleges around the country. We want to re-energize our Carolinian Creed; it has heretofore been mainly an undergraduate creed but we might consider signing on as faculty and staff. We will continue to involve great speakers who come to the University to talk on the topic of civil discourse and citizenship. Kathleen Parker has been here, as has Congressman Jim Leach.

The leadership and citizenship initiatives are examples of ideas for peak programs for the University. A major criteria in the development of peak programs will be how many faculty at the University can engage in the program. A large number of faculty on board would indicate a good candidate for resourcing.

President Pastides closed his remarks with a report on the budget. He noted that the University's state appropriations were reduced in the exact amount of the stimulus funding. The system as a whole has lost \$32.5 million. The President invited Vice President Ted Moore to comment.

VICE PRESIDENT MOORE confirmed that the cut imposed on the University by the new state appropriations bill will be 21%. He noted that this news is hardly good, but it could be worse in light of the \$60 million accounting error that was reported in the news.

PRESIDENT PASTIDES noted that, as tuition-driven as the University has become, we are a little more resilient in responding to the cut than we might have been if we were more dependent on state funding. He acknowledged that the faculty and staff carry the cares produced by the budget situation, but encouraged them to be available for their students, to attend the commencement of their choice, to have a good end of the semester, and to have an enjoyable summer.

PROFESSOR LAURA WOLIVER (Political Science) asked the President, when meeting with the Gamecock Caucus of the SC Legislature, if he would encourage them to think in the future of even more diversity on the Board of Trustees, not only in terms of race but also of gender.

PRESIDENT PASTIDES pledged to deliver that message. The University is committed to diversity and, while the Legislature appoints the Trustees, the University administration can encourage them to consider appointments that will reflect not only who we are but who we want to be.

An FACULTY MEMBER asked where the University stands with regard to state regulations on purchasing and other matters, noting that we are down to 11.5% in state revenues, but still bound by 100% adherence to state regulations about all sorts of issues that we might approach more efficiently if we didn't have to deal with them. He asked about the status of pending legislation that would address these concerns.

PRESIDENT PASTIDES noted that while the University is not asking for renegade status and while we believe in accountability, the passage of such legislation would enable us to approach certain processes more efficiently – such as purchasing equipment or outsourcing a function. He replied that while we are not optimistic about passage of that piece of legislation this year, it is not a dead issue.

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

**Provost Michael Amiridis** reported on the ongoing Dean search in the college of Engineering and Computing, chaired by Dean Tom Chandler from the Arnold School of Public Health. The search committee has brought five semifinalists to campus and expects over the next couple of days to announce three finalists for the position. The Provost is very impressed by the quality and the credentials of the candidates, and is confident that we will have a Dean in place for the beginning of the next academic year.

Six deans have been reviewed during the past year. The reports from the review committees for Arts and Sciences, the Couth Carolina College of Pharmacy, and System Affairs have been submitted to the Provost. The committees for Music, Nursing, and the Honors College will be finalizing their reports in the next couple of weeks. The Provost expects to be able to report back to the colleges according to University policies within the next month.

The Provost reported on his initiative to visit all of the academic departments in the University system, and feels that it has been a very successful, informative, and enjoyable process. He has visited all the regional campuses, as well, and will be visiting the School of Medicine in May. Provost Amiridis notes that it was a very full schedule but believes that the interactions that he has had with faculty members and students at each campus have been extremely useful and informative. He looks forward to continuing dialog with the faculty and students in the various units and campuses, and to keeping communication channels open.

Provost Amiridis reported on the first round of the Arts and Humanities and the Social Sciences grants. The Provost's Office has funded 28 of 85 proposals in the Arts and the Humanities for a total of approximately \$300,000.00 Eleven of 62 proposals in Social Sciences were funded, for a total of approximately \$200,000.00. The percentage of proposals funded in the Social Sciences is lower because the award amounts were higher. Proposals were chosen by faculty selection committees in each category. The Provost is thrilled by the level of response to the call for proposals and congratulated the winners.

He thanked all faculty members who submitted proposals and encouraged them to submit again next year. The Provost's Office plans to issue a similar call next year and hopes to have the grants as a recurring event.

Provost Amiridis presented some updates on the University's initiatives in response to SACS requirements. We are making good progress on the Quality Enhancement Plan. Professor Irma VanScoy (EDUC) is leading the committee that is planning the implementation of the QEP, which will be working through the summer to produce a draft of the plan. The draft will be posted on the Provost's Website and faculty will be able to submit comments.

The General Education Carolina Core Committee has also been making very good progress. Another forum on the Carolina Core took place in March, with more than 100 people attending. The committee now is in the arduous phase of taking the principles defined by the faculty and reducing them to specific course requirements and content. The committee expects to have recommendations for the Faculty Senate sometime in the early fall.

The University is putting together a distance education plan for SACS accreditation, and Professor Paul Solomon (SLIS) is leading this effort. Dr. Phil Moore (Institutional Assessment and Compliance) is coordinating the compliance report that is due to SACS in September. He is working with six committees to determine compliance with 90 different standards. Over the next few weeks, the academic program liaisons in each of the programs will be contacted for additional information.

In conclusion, Provost Amiridis recognized and congratulated the faculty and student recipients of the University's internal awards. Award winners were recognized and presented with their prizes on April 28.

The Provost presented highlights of the 38 national awards that our students received in very prestigious competitions: Udall and Goldwater Scholars, 10 NSF Graduate Research Fellows (a record for USC), Fulbright Scholars, Rotary International Scholars, Gilman, Scholars, and Boren Scholars, as well as two Rhodes finalists and two Truman finalists. This impressive list speaks not only to the achievements of our students but to the support and contributions of our faculty.

The Provost explored the characteristics of a "culture of excellence," noting that the defining characteristic of an academic institution is excellent people – students, faculty, and staff members. Without excellent people, even a beautiful facility will be only mediocre. Provost Amiridis closed his report by announcing the winners of this year's faculty awards, people who, through their fairness and integrity, their creativity, their strong commitment to quality, teamwork, and high goals have created an academic culture of excellence at USC:

**Outstanding Undergraduate Research Mentor Award**

Debra Cohen – English

David Reisman – Biological Sciences  
**Ada B. Thomas Outstanding Faculty Advisor Award**  
Nine Levine – English

**Russell Research Award for Humanities and Social Sciences**  
Laura Walls – English

**Russell Research Award for Science, Mathematics, and Engineering**  
T.S. Sudarshan – Electrical Engineering

**USC Educational Foundation Research Award for Health Sciences**  
Sara Wilcox – Exercise Science

**USC Educational Foundation Research Awards for Humanities and Social Sciences**  
David Shields – English

**USC Educational Foundation Research Awards for Science, Mathematics, and Engineering**  
Pencho Petrushev – Mathematics

**USC Educational Foundation Research Award for Professional Schools**  
Erik Drasgow – Educational Studies

**USC Educational Foundation Outstanding Service Award**  
Russ Pate – Exercise Science

**Carolina Trustee Professorships**  
Larry Glickman – History  
Bob Thunell – Earth and Ocean Sciences

**Michael J. Mungo Undergraduate Teaching Award**  
Donna Chen – Chemistry and Biochemistry  
Bobby Donaldson – History  
Kevin Elliott – Philosophy  
Kimberly Simmons – Anthropology

**Michael J. Mungo Graduate Teaching Award**  
Michael Filaseta – Mathematics

**Michael J. Mungo Distinguished Professor of the Year Award**  
Robert Jesselson – Music

## **V. Reports of Committees.**

PROFESSOR PATRICK NOLAN (Sociology & Chair of the Faculty Senate) brought forward a proposal on behalf of the Faculty Advisory Committee and its Chair, Professor Harold Friedman (Medicine). He introduced the proposal with a brief preamble: These proposed changes to the language of the Faculty Manual have been approximately three years in the making. Professor Nolan participated on a special subcommittee chaired by Professor Libba Patterson (Law). The aim of the initiative is to try to resolve some of the ambiguities, contradictions, and missing parts of the Faculty Manual regarding Tenure and Promotion. Professor Friedman shepherded the project through the Faculty Advisory Committee last year, and Dr. Christine Curtis (Provost's Office) contributed greatly in the formulation and presentation. Professor Nolan directed the faculty's attention to the handout containing the changes (available online at [http://www.sc.edu/policies/facman/FacultyManual\\_ProposedChanges\\_April2010.pdf](http://www.sc.edu/policies/facman/FacultyManual_ProposedChanges_April2010.pdf)) and read the proposal:

- To repeal relevant pages of Section 2: Regulations and Policies of the USC Columbia Faculty Manual as indicated in the attached document.
- To replace those pages in their entirety with the new draft language.
- To retain the yellow highlighted sections of Section 2: Regulations and Policies of the USC Columbia Faculty Manual as indicated in the attached document and move to the end of the new section.

PROFESSOR NOLAN described the process by which the project has matured, including extensive committee review, solicitation of faculty comments, and a discussion forum. He then opened the floor for questions.

PROFESSOR MICKEY MYRICK (Chemistry and Biochemistry) noted the inability to compare the old version of the Faculty Manual with the changes, and asked what we are gaining in the new version versus the old.

PROFESSOR NOLAN explained that, because the faculty manual is the kind of document that grows over time by amalgamation. The need for additions, revisions, and language changes was so pervasive throughout the Manual that it wasn't possible to track all the changes without rendering the product incomprehensible. The goal is to try to make the language in the Faculty Manual clear and consistent, and to remove inconsistencies and contradictions. Members of the Faculty Advisory Committee who worked on the revisions had served on the University's Committee on Tenure and Promotion and also on the Grievance Committee, and had the experiential background to identify areas that had been found to be problematic. The Committee posted the

proposed changes on the Provost's Website, solicited faculty comments, and the process culminated in a forum to discuss the issues, in order to familiarize the faculty with the proposed changes.

PROFESSOR MARCO VALTORTA (Computer Science and Engineering) pointed out a typo on page 7 of the draft in the third sentence of Paragraph 5 ("areas" instead of "area") and offered a friendly amendment to revise the paragraph to read: Criteria for promotion from associate professor to professor and for tenure at the rank of professor shall require, at a minimum, evidence of excellence in research and/or creative activities and teaching, accompanied by a record in the other areas that is at least good, and evidence of national or international stature in a field. The amendment was accepted.

PROFESSOR MICKEY MYRICK (Chemistry & Biochemistry) introduced a philosophical question regarding the revision's goal of increased consistency from unit to unit regarding tenure criteria. The move toward standardization of tenure criteria coupled with the adoption of a policy to create programmatic "peaks and valleys" raises his concern that the units in the "valleys" would be set up for failure.

PRESIDENT PASTIDES responded that this was not the case and that the concept related to future resourcing with respect to the size of departments or to numbers of programs.

PROFESSOR ANN KLINGSOLVER (Anthropology) asked for confirmation that the Tenure Review Board still exists. Her question stemmed from the removal of language on Page 18 of the proposal regarding the Tenure Review Board. Dr. Christine Curtis (Provost's Office) confirmed that the Tenure Review Board does exist and that the language in question was relocated elsewhere in the Faculty Manual.

## **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 invited faculty members to a reception immediately following the faculty meeting in the lobby outside the auditorium.

A motion was made, seconded, and passed to adjourn the meeting.

The next meeting of the General Faculty of the University of South Carolina will be held on Wednesday, September 1, 2010, at 2:00 p.m. in the Law School Auditorium.

