

UNIVERSITY CAMPUSES FACULTY SENATE

SEPTEMBER 16, 1988

USC-COLUMBIA

Informal Session

Chairman Greg Labyak opened the Senate meeting by extending a welcome to Chancellor Duffy and Vice Chancellor Gardner as well as the following guests: Executive Vice President for Academic Affairs and Provost, Dr. Arthur Smith; Chair of the Columbia Faculty Senate, Dr. Rufus Fellers; Associate Chancellor for Planning and Special Projects, Mr. James Edwards; and Assistant Vice Chancellor for Academic and Student Affairs, Mr. David Hunter.

Chairman Labyak thanked the participants in the Faculty Senate Planning Retreat held at Hilton Head in August and expressed special appreciation to Joe Tiller for making the arrangements. He also voiced the expectation that 1988/89 would be a pleasant and productive year for the Senate.

Provost Smith was invited to address the Senate. He began by offering President Holderman's regrets at being unable to attend the meeting and then expressed his own pleasure for the opportunity to be present. As a faculty member and administrator at SUNY-Binghamton, Provost Smith became very familiar with the Faculty Senate operations of a multi-campus university. He expressed his firm commitment to the system concept in public higher education and his observation that the USC System functions at a level very close to the optimum definition of the term. USC has achieved and should seek to preserve a high degree of articulation within a comprehensive but geographically diverse university. The University is committed to quality education and exhibits impressive organizations of faculty governance which operate under faculty manuals of a very high calibre.

Provost Smith offered the observation that there appears to be a clear recognition on all nine Campuses of the USC System that each Campus's goals and mission will best be served by staying within the System and working together. Recent dealings with the Legislature concerning budget have borne out the wisdom of this position. Provost Smith sees this recognition of the value of the interdependence of the Campuses to be growing on the Columbia Campus. As the graduate education and research missions of the Columbia Campus grow and intensify, it becomes apparent that undergraduate education and certain undergraduate advisory functions as well are now already being better carried out elsewhere in the System than in Columbia. One idea has recently come up

which could enable the University to serve the needs of the people of South Carolina better. It involves the application process for freshmen and transfer students. Instead of restricting applications to a single campus as is presently done at USC, it may be advisable to enable the prospective student to make simultaneous application to two or more Campuses through an application processing center. Such a center would not make admission decisions but would simply distribute application materials simultaneously to all the Campuses to which the student wished to apply. Admission decisions would then be made separately on each Campus. A System-wide committee has been appointed with representatives from each Campus of the System to review the situation as it is practiced in other state university systems and to make appropriate recommendations to the USC Administration about the feasibility of adopting the single application concept. Chairing this committee will be Dale Bullard, Assistant Dean of Student Affairs at USC-Sumter.

Provost Smith remarked on another occurrence which should serve to help in knitting the USC System more closely together, the Step 12 appropriation in support of NOTIS, the new library automation online system. This system should prove to be a very important element in insuring equal access for all students on all of the Campuses of USC to all of the library collections.

Concerning the upcoming ten-year affirmation of accreditation by the Southern Association of Colleges and Schools, Provost Smith emphasized that, while the self-study process will be approached in a coordinated system way, the accreditation will be by Campus, not by System. The development of the self-study documents will occur in three phases. The first year, 1988/89, will be devoted to the review of Campus Mission Statements and the preparation of a System mission statement.

A Systemwide steering committee is already at work in conjunction with institutional steering committees from each Campus to set in place a process for the writing of a System mission statement. In the second year, 1989/90, the planning process to analyze program strengths and weaknesses will take place at the Campus, college, and departmental levels. Plans will be developed to build effectively on present strengths. The first drafts of self-study reports from all Campuses should be completed by the spring of 1990. Phase three, 1990/91 will be the first year of planning implementation. The process will culminate with the visitations of the SACS teams in March 1991. Reaffirmation of accreditation should follow later in the year. To potential questions about whether or not the self-study planning will really be acted upon by the administration and with adequate support, Provost Smith gave both for himself and the President an unequivocal "Yes." The self-study will be used to produce a guide to institutional action on a rolling basis, year by year in the 1990s for the allocation of resources. Provost Smith pointed out that the next reaccreditation will take place in 2001, the 200th anniversary of the establishment of the University's charter. He stressed the

crucial role the faculty will play in the entire accreditation process including planning and preparation of the self-study documents.

In conclusion, Provost Smith assured the Senate that he views the essence of his job to be to serve the needs of the faculty by insuring as much as possible a minimum of bureaucratic obstacles to research, teaching, and public service and by having available the best students, the best facilities, the best scientific equipment, and the best possible library support. Stating that he expected to operate in a "learning mode" for some time to come, Provost Smith pledged himself to maintain close contact with faculty through the Chancellors' and Deans' offices and by Campus visits in order to identify problems and seek solutions.

The Chairman called for reports from the Campus Deans.

Dean Anderson (Sumter) reported that Sumter is already involved in the self-study process in order to review present activities and to look for ways to improve service to students. A simultaneous study will be conducted by a task force of university and community people in order to look at what the institution's mission should be in light of the educational needs of the community of people being served. The report of this task force should be completed by the end of the year. Enrollment at USC-Sumter is about the same as last year in spite of the more stringent admission requirements which went into effect this fall. The Administration Building is being vacated for the nine to twelve months that will be required to add a second floor. Information about funding for a major library addition is still not known. Dean Anderson introduced a new Senator from Sumter, Dr. Has Raval.

Dean Arnold (Lancaster) reported that the Campus's faculty retreat was very successful. Grants have been received from the Commission on Higher Education and from local foundations. The latter grant has enabled the Campus to begin a certified cardiac rehabilitation program through the Physical Education Center. Title III funds are being used to support an Academic Success Center and a Writing Lab. Dean Arnold reported that the restoration project for Hubbard Hall is proceeding. FTEs and head count are down but the freshman enrollment is up. New Senators are John Catalano and Bruce Nims.

Dean Clayton (Salkehatchie) reported a very successful year during 1987/88 with fall enrollment up 26%. Seven new faculty and staff were added during the year. The Legislature has approved a new library for Salkehatchie. The Title III grant has been renewed. Some faculty and administrative reorganization has taken place during the last year. The 17-member Consortium now covers eight counties. Salkehatchie has a full basketball squad with some out-of-state players. Enrollment this fall is up 11% with head count up about 14%. Salkehatchie has identified and is moving toward a set of objectives for the coming year. The speaker

at the Campus's fall Convocation was Fred Sheheen of the South Carolina Commission on Higher Education. The new Senator from Salkehatchie is Milton Harden.

Dean Davis (Union) introduced a new Senator, Susan Smith. He reported on efforts at recruitment/retention during the last few months which seem to be reflected in a 10% increase in enrollment. The greatest gain occurred at the outreach program in Laurens where enrollment is up 106% over last spring. The Campus community is enjoying the two recently renovated buildings, the Activities Center and the Central Building and is looking forward to the \$2.1 million renovation of the Main Building. A major goal at USC-Union is to top the highest FTE count of the past. This semester's headcount is the highest in the twenty-five year history of the Campus. Union is also involved in self-study activities which Dean Davis expects to interface well with the Campus's recruitment goals.

Dean May (Lifelong Learning) reported that a new area called Adult Student Services has been developed to be headed by David Hunter. This program will encompass recruitment efforts for adult and part-time students as well as advising for temporarily admitted or continuing education's special students and pre-orientation activities for System transfer students before they actually arrive at the Columbia Campus. Overall enrollment for fall is up a little. The eight-week programs are doing well and the CCI program is up quite substantially because of the increase of Pell Grant awards. The 16-week, Fort Jackson, and week-end programs have about the same enrollment as last year. The newest Faculty Senate member from Lifelong Learning is David Bowden.

Dean Tuttle (Beaufort) announced an enrollment increase of about 14% with FTEs above 500 for the first time in the last five years. The Beaufort Campus will soon see the construction of a new performing arts center and additional office space will be rented. Classes at Parris Island and the Marine Corps Air Station are beginning to have strong and solid enrollments. The Hilton Head program continues to grow and the fall enrollment will require a search for more space. A consortium arrangement with the Technical College of the Low Country, and other schools, possibly USC-Aiken, USC-Columbia, Clemson, or others is being considered to bring about a permanent facility on Hilton Head that would be shared by these institutions. Because plans for the Consortium will not be completed for at least three years the Hilton Head Campus will need to lease a facility. The Pritchard's Island program continues to do well. The Coastal Zone Education Center, located between Hilton Head and Bluffton near the Waddell Mariculture Center continues to develop. The program is aimed at offering marine science environmental education for students in grades five through twelve as well as continuing education and graduate studies. The Cultural Arts Program is doing well. The new Senator from USC-Beaufort is Ellen Chamberlain.

Chairman Labyak announced that Professor Hussein Zeidan who was elected last year to the University Welfare Committee has expressed his desire to relinquish that position due to scheduling conflicts between the Committee's meetings and his teaching responsibilities. In accordance with the Faculty Manual, Chairman Labyak has appointed the Executive Committee to act as a nominating committee to recommend a candidate to serve out the two year term remaining. Additional nominations from the floor will be accepted at the afternoon session at which time an election will be held. Chairman Labyak has conferred with Rufus Fellers, Chair of the Columbia Faculty Senate, concerning meeting times for the Welfare Committee that will be easier for the University Campuses representatives to attend.

The Chairman announced the following meeting dates and locations for the Faculty Senate for the remainder of the year:

November 18, 1988 at USC-Sumter  
February 17, 1989 at USC-Salkehatchie  
April 21, 1989 at the Belle W. Baruch Institute at Georgetown

The Chairman reminded the chairs of the Senate's standing committees of their responsibility to present written records of their meetings and a year-end report in April. All motions which come out of the committee meetings should be given in writing to the secretary. Executive Committee members are to provide the secretary with a list of Xenators from their Campuses indicating attendance, status (Senator or alternate) and committee assignment for each.

#### GENERAL SESSION

##### I. Call to Order

Chairman Labyak called the meeting to order and made the following announcements:

An addition to the Agenda, Special Orders, will be inserted immediately after the Reports from Special Committees for the purpose of electing a representative to the University Welfare Committee.

The University Campuses Faculty Senate chairman will no longer sit on the System Committee as this Committee is now serving administrative functions only. The Chancellor and Vice Chancellor will continue to keep the Senate informed of pertinent information about the functioning of the Committee.

##### II. Correction/Approval of Minutes

The Chair asked for additions or corrections to the minutes of the April 22, 1988 meeting at Hilton Head. There being none, the minutes were approved as presented.

### III. Reports from University Officers

#### A. Dr. John J. Duffy, Chancellor for University Campuses and Continuing Education (Attachment 1)

Dr. Duffy reiterated the importance of faculty involvement in the self-study process. He referred the Senate to his written report which lists a number of new USC administrative appointments. Among these are Dr. Jim Rex, the new Senior Vice President for Development and Alumni Relations, and Dr. George Terry, new Director of Collections and the Thomas Cooper Library. Dr. Duffy remarked on the System spirit which had been exhibited at the recent Assembly of Librarians Retreat attended by Dr. Terry and several members of the Thomas Cooper staff. Concerning appropriations for FY 1989/90, Dr. Duffy said that budgets had been prepared reflecting a 3% cut from the current budget but that full formula funding is still the University's goal. Step 12 requests were all denied this year (with the exception of the NOTIS funding) because they were for things which would normally have been covered in the formula. A reception is being planned for the Legislature to give them the opportunity to meet University faculty, students, coaches, cheerleaders, and other members of the University family.

Dr. Duffy remarked that by the time final figures are in enrollments will probably be about even at Lancaster and Sumter and quite a bit better at the other Campuses. There is a USC committee to study the possibility of a four-year program at Sumter, although, as Dr. Duffy cautioned, no such program can be established without the approval of the USC Board of Trustees, the Commission on Higher Education and the Legislature. Dr. Duffy reported that the online catalog project is going well and is expected to be operational by the end of the school year. He reminded the group that the Family Fund drive is coming up soon and that donors can specify which aspects of the University's programs they wish to support. In Columbia the emphasis this year will be on scholarships for the adult learner. Outside donors who are asked to support the University have always been impressed at the generosity of the University community to this fund. Dr. Duffy reported that at the System Committee meeting, the party for the Legislature was discussed as well as the Westinghouse connection with the Savannah River Laboratory. The University expects the SRP will benefit the University through the hiring of distinguished professors in the scientific disciplines. The System Committee also talked about recent problems with the procurement code. The new Koger Center will open the week-end of January 13-16, 1989 with a variety of programs to satisfy a catholicity of tastes.

Bob Castleberry of Sumter asked what the weighted average is on Dr. Duffy's handout concerning average faculty salaries. John Gardner was asked to reply and stated that no attempt was made in the Chancellor's Office to develop a weighted average or a median raise across the Campuses.

Dean Tuttle rose to clarify the term "weighted average" by saying that it was arrived at by multiplying the number in a certain category by the average for the group. It was still unclear whether or not the handout chart was weighted but Dr. Duffy promised to look into the matter and provide a more exhaustive report on salaries at the next Senate meeting.

The Chairman announced that for the last three years the Senate has requested that the Chancellor respond to the motions passed by the Senate. In accordance with this precedent the Chairman reported that both Dr. Duffy and Professor Gardner support all the motions passed at the last Senate meeting. These motions included, from the Rights and Responsibilities Committee: revision of Tenure and Promotion letters to indicate that they were recommendations only and that the recipient had the right to grieve; deletion of the statement "votes on all questions will pass by simple majority" from the Tenure and Promotion guidelines; establishment of a separate Grievance Committee with all members tenured and a change of wording in the Faculty Manual to establish the Academic Affairs/Faculty Liaison Committee of the Board of Trustees as the only appeal board for grievance of non-renewal termination.

Other motions supported include: the Welfare Committee's recommendations for faculty salaries; IUSC's motion to establish a visiting scholars program; recommendation for the use of the UCAM designator; adoption of the slate of officers for 1988/89; adoption of a set of guidelines for the Nominating Committee.

B. Professor John N. Gardner, Vice Chancellor for University Campuses and Continuing Education

Professor Gardner indicated that he had nothing to add to his written report, but called for questions.

Bob Castleberry asked which Campuses were represented at the meetings with Academic and Student Affairs Deans mentioned in the written report. Professor Gardner replied that the University Campuses were the ones involved although some Columbia personnel have been involved as appropriate. For example, Vice President Pruitt has attended virtually all of the Student Affairs Deans meetings and representatives of the mathematics and foreign languages departments have attended the meetings of the Academic Deans.

Professor Castleberry asked if information about the University of Wisconsin faculty exchange program such as campuses, faculties involved and their locations would be available at a central point. Professor Gardner agreed to collect this information. He expressed the hope that some USC faculty members will be able to participate in the program as the University of Wisconsin is one of the country's most progressive university systems.

In response to Professor Castleberry, Professor Gardner announced that information concerning the USC Faculty Exchange program is in preparation and will be mailed by the end of September.

Chairman Labyak expressed the concern of the Executive Committee that revisions to the Faculty Manual which have been passed by the Senate but have not been submitted to the Board are not actually in effect. Professor Gardner replied that matters of substance, particularly those that would legally bind the University involving any contractual discussions or discussions of appointment of faculty would have to be approved by the Board. The Chancellor's Office is presently reviewing the Senate's minutes for the last five years in order to collect all motions which were passed since the Manual was last revised. These items will be compiled and forwarded to the President, to the Academic Affairs Committee of the Board of Trustees, and finally to the Board. Matters such as, for example, a grievance action, would therefore be pursued under the existing manual which does not require that all members of the Grievance Committee be tenured. Chairman Labyak interjected that the Grievance Committee motion will be presented to the Board at its October meeting so that the Grievance Committee can be constituted and elect a chair at the Senate's November meeting and thus be ready to deal with any grievances which might arise.

Professor Willis remarked that in fact no changes to the Manual even those of a minor or editorial nature have been sent to the Board. Professor Willis cited one such change which could be a point of contention. The Senate changed the method by which System Tenure and Promotion Committee members are elected. Both members from a Campus are now to be elected rather than having one elected and the other appointed by the Chancellor as was done in the past. This situation could evoke a grievance on the basis that the committee was improperly constituted and its decisions were therefore invalid. Dr. Duffy remarked that minor changes would go to the Board with each update but would be presumed to be in effect when approved by the Chancellor. Chairman Labyak read from the 1985 Minutes of the Senate that "if the actions [of the Senate] are favorably reviewed by the System Vice President for University Campuses and



Continuing Education, he/she shall so inform the Chair. The actions taken are then in effect." Professor Gardner replied that the Chancellor's Office did not have the authority to inform the Senate that such things are in effect until they are approved by the Board. He assured the Senate that the items were in the process of being collected and would be sent on to the Board as expeditiously as possible.

Professor Willis asked if there are other areas besides the Tenure and Promotion and the Grievance procedures which are potentially troublesome in the same manner. Professor Gardner replied that there are some procedures which potentially invite difficulties. One of these is the practice which does not require the members of the local Tenure and Promotion Committees to write any justifications for their decisions on the ballots. In the review process or if a grievance arises it is not possible to discover for what reasons the local faculty voted as they did. Professor Willis stated that this problem had been considered before and it was generally supposed it was as dangerous to record reasons for decisions as not to. Professor Gardner reminded the group that all Tenure and Promotion files are confidential and cannot be released forcibly. Professor Gardner offered to meet with Senate committees to consider these types of problems so that the University Campuses' faculty will be treated fairly in the Tenure and Promotion process. Professor Willis suggested that procedures on each Campus differ so that the Senate as a body has a limited role in effecting change. Professor Gardner replied that the individual Senators can encourage their colleagues to continue to examine procedures to insure that they are still in the best interests of the faculty. He offered to provide University resources to advise the Senate in making up its own mind about these kinds of matters.

At Professor Don Curlovic's request, Professor Gardner elaborated on the time period covered by the University of Wisconsin exchange program. The program can cover any agreed upon term for exchange or any terms which would cover a vacancy due to sabbatical, extended illness, leave of absence or other temporary vacancy.

Professor Gardner responded to Professor Willis' query about the Commission on Higher Education's possible revision of the Master Plan for higher education in South Carolina by saying that such a revision could prove somewhat ominous for the University and its funding. A related document, the Cutting Edge has raised similar concerns (e.g., the setting up of a three-tiered system of admission categories, with the University Campuses being in the same admissions category as the state technical system).

#### IV. Reports from Standing Committees

##### A. Rights and Responsibilities--Professor John Logue (Sumter)

Motion 1 - That the following description of the Grievance Committee be added to the University Campuses Faculty Manual to be included under the description of the Faculty Organization in a section entitled "Standing Committees."

The Grievance Committee shall consider individual grievances brought before the Committee by members of the faculty including full-time and part-time members. The Committee shall examine alleged grievances, and when, in the judgement of the committee a grievance is determined to exist, it shall attempt to resolve the matter through mediation or other appropriate action. The six members of this committee shall be tenured faculty.

Professor Logue moved the adoption of this motion. Coming from committee no second was required.

Professor Gardner questioned the use of the term "part-time faculty" in this motion feeling that the motion might not be acceptable to the Chancellor's Office if this term is retained.

A representative from Sumter explained that the definition of faculty on that Campus includes full-time employees who have faculty rank but excludes part-time personnel.

Professor Carolyn West moved ~~that the motion be resubmitted~~ to the committee so that they may reconsider the wording of the motion and present it to the Senate at some future date. This motion was seconded and there being no discussion, passed.

Motion 2 - that the following be added to the Grievance Procedure for the University Campuses System under the section Grievable Matters, appendix III, p. 62.

Grievances concerning non-reappointment are limited to the grounds of denial of academic freedom or the denial of procedural due process. The matter of due process is deemed to apply in particular to required annual faculty evaluation and the observance of timely notice requirements."

There was no discussion and the ~~motion~~ passed.

##### B. Welfare--Professor Mary Barton (Union)

Professor Barton expressed the committee's appreciation for the information provided by Professor Gardner's Office regarding salary data for the eleven-, twelve- and nine-month faculty for 1986/87 as well as salary percentage increases for 1987. The committee is also interested in information regarding faculty development money for assistance with tuition for faculty as they continue to develop their careers.

Professor Gardner requested that the committee send a letter outlining exactly what information is desired. Data has been gathered concerning the number of employees, both faculty and non-faculty, on each Campus who are currently taking courses and what it would cost the University to fully fund their academic work. Data is also available about other types of faculty development such as the Faculty Exchange Program, sabbaticals, and travel support to attend conferences and workshops.

Chairman Labyak cited a precedent by which requests that do not involved Senate action be communicated in writing directly from the Committee chair to the Chancellor or Vice Chancellor. He requested that all committees abide by this precedent. Motions passed at each Senate meeting will be communicated by the Secretary and the Chairman.

C. Intra-University Services and Communication--  
Professor Bob Costello (Sumter)

The Committee considered each of the charges suggested by the Executive Committee. These charges were:

1. Monitor progress of self-study on all Campuses.
2. Collect information from all Campuses on recruitment and retention efforts.
3. Gather data on women's studies, honors courses, and interdisciplinary course offerings on all Campuses.
4. Continue to review proposals for new courses and changes to associate degree programs.
5. Review and revise the University Campuses Faculty Resource Manual.
6. Continue to monitor the University Campuses Core Curriculum and Visiting Scholars Program.
7. Continue to monitor articulation problems between University Campuses and other USC Campuses.

The IUSC Committee established a mechanism for handling charges 1-3. A Senator from each Campus will assemble data and forward it to Senator Catalano of USC-Lancaster for assembly.

In regard to item 4, review of new courses and curricula, the Committee received information from USC-Union on the new core curriculum passed by its faculty organization.

In regard to item 6 "continue to monitor the University Campuses Core Curriculum and the Visiting Scholars Program," it was pointed out by Senator Castleberry that there currently is no core curriculum. Each delegation is asked to inform its constituency of the Visiting Scholars Programs (see pp. 14-15 of the minutes of the April 22, 1988 meeting of this Senate).

In regard to item 7, continuing to monitor articulation problems between University Campuses and other USC Campuses. This information will be collected by Senator Costello. It was the consensus of the Committee that the study should include examples of successful as well as unsuccessful attempts at articulation.

Finally, in regard to item 5, revision of the Faculty Resource Manual, the Committee voted unanimously to decline this charge.

The Chairman asked Professor Costello to elaborate on the final sentence of the report.

Professor Costello replied that the Committee, in examining the Manual, deemed it of questionable value to the System and felt that its revision would involve a tremendous amount of clerical work which could not be done by a Committee within a reasonable length of time.

Professor Willis asked if the IUSC's report of last year concerning disarticulation had been forwarded to the Chancellor.

Professor Costello replied that he believed it had been sent separately, but was also included in the Minutes. He indicated that the Committee wishes to pursue this area this year by soliciting input from all Campuses about problems and solutions. This is one reason the Committee does not wish to spend time revising the Resource Manual as it is not possible to do everything effectively.

Professor Gardner commented on a recent meeting he and Dr. Duffy had with Provost Smith in which the Provost expressed great concern that problems of articulation be eased. Professor Costello replied that the Committee

would welcome the opportunity to communicate any information it gathers to the Provost.

V. Executive Committee - Professor Nancy Washington (Lifelong Learning)

Professor Washington reported that the Executive Committee met in retreat at Hilton Head in August and discussed many topics, some of which had already been presented to the Senate. Areas not already covered include the following:

1. Professor Tandy Willis announced that the Union Faculty Organization had voted by acclamation to support Greg Labyak in his position as chair of the Faculty Senate since he originally came to the Senate from the Salkehatchie Campus.
2. The Committee discussed the problem of the new System-wide IDs which require students and faculty to come to Columbia to have pictures made so that they can take advantage of University opportunities such as the Columbia Campus libraries. The Committee feels that the Senate may wish to address this problem.
3. The Committee suggests that the Campus representatives to the Columbia Faculty Senate try to attend the meetings regularly and that they may wish to caucus before each meeting to discuss University Campuses concerns.
4. Professor Ali Pyarali will attend some meetings of the Executive Committee to ensure that there will be adequate representation for the Salkehatchie faculty.
5. The Developmental Studies questionnaires have been compiled and will be reviewed by the Committee at the November Faculty Senate meeting. Conclusions will be forwarded to the Academic Deans on the Campuses.
6. Chairman Labyak will attend a meeting of the Academic Deans on September 23. Specific issues he will raise include the problem of developmental courses and the results of the questionnaire; the question about placement testing, especially concerning foreign language tests; role of the faculty and role of the Deans on search committees to hire new faculty; input of full-time faculty into the selection of part-time faculty. He will also attend a meeting on October 14 with the Student Affairs Deans and will request discussion about ways to increase interaction among students on the different Campuses. The Senate members were invited to inform Chairman Labyak of any further concerns which they would like to have discussed at either of these meetings.

Professor Washington presented the following motion from the Executive Committee:

The Executive Committee moves that the term of service for University Campuses representatives to Systemwide committees begin on August 15 following their election at the University Campuses Faculty Senate meeting in the spring.

The motion was passed.

The Executive Committee recommended that, where it is feasible, both the out-going and in-coming representatives of Systemwide committees attend meetings together between the April Faculty Senate meeting and August 15 for purposes of continuity.

Professor West suggested that the members of the Systemwide committees be notified in writing of this recommendation. Chairman Labyak agreed to remind the Senate at its April meeting of this recommendation and also to notify the committee members. Professor Willis elaborated on the use of the term "feasible" by saying that the recommendation would be followed if both persons are available to attend the meetings and if this seems politically a propos based on the composition of the committee. Chairman Labyak commented that the chair of each committee would need to be informed in advance about this arrangement.

The Chairman called for a vote on the recommendation. It was passed unanimously.

## VI. Reports of Special Committees

### A. Library Committee--Professor John Catalano (Lancaster)

Library Advisory Committee met at Thomas Cooper Library at 3:00 p.m. on September 9, 1988.

Charge clarified

1. Discuss Policy recommendations
2. Approve Library budget

Items discussed:

1. New Library newsletter to each faculty member (all Campuses)
2. Search committee for Thomas Cooper Head Librarian established (includes Jane Ferguson from USC-Sumter)

3. Dr. Arthur Smith (Provost) talked briefly about the reorganization of USC libraries. He said the change was necessary in order that the whole System benefit from our combined library collections.
4. Update of online catalog project
  - a. NOTIS contract signed
  - b. NOTIS program already loaded onto computer
  - c. Loading of USC info progressing
  - d. Students may be using system in spring
  - e. Eventual dial-up from all faculty offices planned
  - f. Assurance of total System orientation (all Campuses are to "come up" simultaneously)
5. Presentation by Sandy Gilchrist (Thomas Cooper Library) on library development policies.
6. Budget for 1988/1989 approved with provision that L.A.C. members are provided with budgetary figures in advance from now on.

Final Note: While Thomas Cooper Library still checks out books with our old style IDs (provided they are validated), we are strongly encouraged to use the new IDs which are available this semester.

Professor Catalano commented that both Provost Smith and Dr. George Terry appear to be very System-oriented. He asked that any recommendations about library matters be given to him by the Senators so that he may bring them up at the Committee's meetings.

Professor Pyarali raised a question concerning telephone access to the library. Professor Catalano explained that the dial-up access mentioned in this report will become available after the public access catalog is up and running.

Professor Boulware requested that the minutes reflect his hope that by the time the dial-up on-line catalog system is working the faculty offices at USC-Beaufort will have telephones. In addition, he wished it recorded that there are entire buildings on the Beaufort Campus where the technology of the early 1900s still has not touched as there are entire buildings without telephones.

Professor Willis asked Dr. Duffy if he saw any problem with having picture IDs made on all Campuses. Dr. Duffy did not.

B. Committee on Courses and Curricula--  
Professor Robert Castleberry (Sumter)

We have had several meetings since my last report--the actions to date have not really had direct implications for our Campuses.

I would like to remind the Dean or academic officers from each Campus to please send me a copy of their fall and/or spring course schedules. Thank you.

C. University Faculty Welfare Committee--  
Professor Hussein Zeidan (Salkehatchie)

Professor Ali Pyarali reported that Professor Zeidan had no report.

D. Academic Planning Committee--Professor Bruce Nims  
(Lancaster)

The Committee has not met as yet, so there was no report.

E. Faculty/Board of Trustees Liaison Committee--  
Professor Somers Miller (Beaufort)

The Committee's report, which was prepared by Professor Miller was read to the Senate by the Secretary.

The Academic Affairs and Faculty Liaison Committee met with the USC Board of Trustees at 2:00 p.m., on Friday, July 22, 1988.

The following ensued:

1. A Master of Hotel, Restaurant and Tourism Administration at USC-Columbia was approved.
2. A Bachelor of Science with a Major in Geophysics at USC-Columbia was approved.
3. A proposal to modify the Faculty Tenure/Promotion procedures at USC-Columbia was approved.
4. The proposed USC-Spartanburg Faculty Manual was approved.
5. Other confidential matters were discussed in Executive Session.

F. Research and Productive Scholarship Committee--  
Professor Noni Bohonak (Lancaster)

Professor Bohonak stated that, as the committee's first meeting is scheduled for October, there was no report.



## VII. Special Orders

The Chairman announced that the Executive Committee wished to nominate Don Curlovic of Sumter to replace Hussein Zeidan on the University Faculty Welfare Committee.

Professor West offered a supporting speech in Professor Curlovic's behalf. She noted that he is a person who is most concerned with faculty rights and faculty welfare, who exhibits integrity and devotion to principle, and who persists in the face of adversity. He has been especially active in researching salary studies for the System.

The Chairman called for additional nominations. As there were none he asked the Senate to accept Professor Curlovic by acclamation. This was done.

## VIII. Unfinished Business

There was no unfinished business.

## IX. New Business

There was no new business.

## X. Announcements

Professor Deborah Cureton announced the annual meeting of the South Carolina Black Students Association, November 11-12, at the Holiday Inn in Columbia. Members of the Student Government Associations from the Campuses are invited to attend the meeting and to take part in a panel discussion concerning racism on Campus. Representatives of the CHE will be in attendance to encourage minority students to consider continuing their education at the graduate level.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Nancy Washington  
Secretary

ATTENDANCE: September 16, 1988

BEAUFORT

Present

John Blair	Welfare
Rick Boulware	Executive
Ellen Chamberlain	Welfare
Dave McCollum	IUSC
Jane Upshaw	R&R

LANCASTER

Present

Noni Bohonak	Welfare
John Catalano	IUSC
Wade Chittam	Welfare
Deborah Cureton	Executive
Jerry Currance	R&R
Bruce Nims	R&R

Absent

Wayne Thurman	IUSC
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LIFELONG LEARNING

Present

Linda Allman	R&R
Dave Bowden	Welfare
Steve Dalton	IUSC
John Stine	R&R
Nancy Washington	Executive
Doris Geoghegan	Alternate

SALKEHATCHIE

Present

Greg Labyak	Executive
Milton Harden	R&R
Ali Pyarali	Welfare
Paul Stone	IUSC

SUMTER

Present

Robert Castleberry	IUSC
Bob Coastello	IUSC
Don Curlovic	Welfare
Jean Hatcher	Welfare
Jordan Johnson	R&R
John Logue	R&R
Kay Oldhouser	Welfare
Has Raval	Welfare
Carolyn West	Executive

UNION

Present

Mary Barton	Welfare
Julie Fielder	IUSC
Susan Smith	R&R
Tandy Willis	Executive

REPORT OF THE CHANCELLOR  
FOR UNIVERSITY CAMPUSES AND CONTINUING EDUCATION  
FOR  
UNIVERSITY CAMPUSES FACULTY SENATE  
USC-Columbia  
September 16, 1988

The University begins this year the three-year cycle of self-study which is designed to meet the requirements of the Southern Association of Colleges and Schools. We hope that by the time of the study we will have in place at all campuses throughout the System the planning processes which will enable us to establish our missions and goals and devise ways by which we can measure our success in achieving these well-defined goals. The President has appointed a group of administrators to serve as his 2001 team. It is our desire that the processes established for the self-study will be the means by which we will implement the 2001 Plan. Although, at the present time, we are largely in an administrative phase, the self-study itself and the 2001 Plan will require the participation of all faculty. This will probably be done on your individual campuses rather than through the Senate although the Senate may wish to address what it thinks its role should be in this process. Any help or advice which you may have for me or John will be greatly appreciated. Currently, we are looking at the possibility of creating a mission statement for the System which would, of course, not transplant the existing mission statements of each campus. It is not our goal to tell people how to plan or how to get the job done but to give you guidance. We are aware that on many campuses, the process is probably well ahead of where we are in Columbia or at the System level.

Let me list for you some of the new administrative appointments at the University. You have already met Dr. Art Smith who is the new Executive Vice President for Academic Affairs and Provost. We have a new Senior Vice President for Development and Alumni Relations, Jim Rex, who comes from the Coastal Campus. George Terry is the new Director of Collections and the Thomas Cooper Library. George has been with the University for some years as head of the McKissick Museum. He has already made a great difference in the way that our Campuses relate to Cooper and to the Four-Year Campuses on library issues. He recently attended, with several staff members, the Assembly of Librarians Meeting at Hilton Head. Dr. Marty Solomon comes from Ohio State University to assume the System Vice Presidency for Computer Services. Dr. Paul Huray, who comes from the University of Tennessee, is the new Senior Vice President for Research and is deeply involved along with Chancellor Alexander and others in planning the cooperation with Westinghouse at the Savannah River Laboratory. Mr. Tom Stepp and Dr. Ken Schwab have, of course, been on board for more than a year. They are, respectively, the Secretary of the Board and the Executive Vice President for Administration. My title and John Gardner's have been changed to Chancellor and Vice Chancellor. Mr. Jim Edwards has joined us as Associate Chancellor for Planning and Special Projects. He will play a significant role as the self-study develops here in Columbia. He has also volunteered to help our campuses in fund raising. Dr. Gordon McAndrew is joining the staff as a special assistant and will work with us in the Graduate Regional Studies

John Duffy's Report to the  
University Campuses Faculty Senate  
Page 2

Division as well as in teaching some courses in that program. We are in the process of upgrading John May's position to that of Associate Chancellor for Continuing Education. Dave Bowden, who has served as the Dean of Telecommunications has return to teaching and Susan Bridwell has assumed his duties in that area. We will keep you advised of any changes in the central administration as they develop.

The Legislative outlook--at this point in time we have submitted our budgets to CHE. As you know from reading the papers, state agencies are requesting about three times more money than was predicted to be available. It is rather early in the process to make any predictions. I should point out to you though that originally we were asked to present our budget with a 3% cut and to work from there.

As you are well aware, the amount of money that we receive is dependent on the formula and the formula is driven by FTEs. Thus, I think the enrollment figures which are attached to this report should be of interest to all of you. The enrollments are up at all Campuses but one.

I am also enclosing the list of comparisons of faculty salaries which Dr. Milt Baker has put together for you. We were able to once again get permission to add money from the operational budgets to the money furnished by the state and secure salary raises at 4% or above for most faculty.

A special committee has been appointed at Sumter to investigate ways by which that Campus might achieve four-year status. I point out to you that whatever the committee comes up with will have to bear full scrutiny of the Board of Trustees, the Commission on Higher Education and the Legislature.

The On-Line Catalogue Project, which involves all campuses within the System, is well under way and we expect to see it operational, at least in part, before this year is out.

You will be approached again this year to contribute to the Family Fund. I urge you to be generous. As you know, this money is used largely for scholarships and for such things as the contribution in part by the University to our insurance policies and also to support education activities for staff and faculty. Please bear that in mind as you make your contribution. Also, you are well aware that you can specify what the Family Fund contribution should go to. I would be glad to talk to you about the accounts under my administration, if you feel so inclined. In Columbia, we are trying to put special emphasis this year on the possibilities of establishing significant scholarships for adult learners. I thank you for the support that you have given in the past and I thank you for the support that I know you will continue to give.

UNIVERSITY OF SOUTH CAROLINA  
ENROLLMENT COMPARISON  
FALL 1988

*Duffy*

\*\*\*UNOFFICIAL FINAL\*\*  
(Fall and Fall I only)

(Includes Correspondence)

HEADCOUNT

F.T.E.

NOTE: Fall 87 revised to include actual GRS and actual Fall I only.

	OFFICIAL		(w/ late GRS)	UNOFFICIAL	% CHANGE	
	AS OF 9/14/87	AS OF 9/09/88	AS OF 11/21/87	AS OF 9/09/88	ED. CT.	F.T.E.
Columbia U/G	15,009	15,825	13,534	14,080	5.4	4.0
Law	759	765	789	812	.8	2.9
D.Pharm.	70	45	68	237	-35.7	248.5
*Masters			3,126	3,048		-2.5
*Doctoral			1,422	1,401		-1.5
*Total Grad.	7,800	8,154			4.5	
Sub-Total	23,638	24,789	18,939	19,578	4.9	3.4
Aiken	2,348	2,527	1,720	1,837	7.6	6.8
Coastal	3,636	3,989	2,865	3,050	9.7	6.5
Spartanburg	3,052	3,247	2,274	2,431	6.4	6.9
Beaufort	888	925	390	440	4.2	12.8
Lancaster	1,005	948	555	530	-5.7	-4.5
Salkehatchie	541	618	360	413	14.2	14.7
Sumter	1,291	1,304	752	742	1.0	-1.3
Union	303	340	181	200	12.2	10.5
Sub-Total	13,064	13,898	9,097	9,643	6.4	6.0
TOTAL	36,702	38,687	28,036	29,221	5.4	4.2
Med. School: M.D.	251	257	251	257	2.4	2.4
: Ph.D.	48	46	48	54	-4.2	12.5
Total Med. School	299	303	299	311	1.3	4.0
*Masters:						
Columbia			2,511	2,618		
GRS			615	430		
*Doctoral:						
Columbia			1,213	1,237		
GRS			209	164		
*Total Grad.:						
Columbia			3,724	3,855		3.5
GRS			824	594		-27.9

*INCLUDES LATE GRS*

\*\*\* F.T.E. Divisors used:

Includes Corresp. and Late GRS FTE:

U/G = 15  
DPhR = 15  
Law = 14  
Mast. = 12  
Doct. = 9

	1987	1988
U/G :	189	205
MAST.:	204	
DOCT.:	60	
(Audit FTE's excluded:	83	75)

SOURCE: E61 Matrix Program.  
Prepared by System Office of Institutional Research

cd - 9/12/88



UNIVERSITY OF SOUTH CAROLINA

COLUMBIA, S.C. 29208

RECEIVED

SEP 1 1988

Office of the Chancellor  
University Campuses & Continuing Education

OFFICE OF THE CHANCELLOR  
for University Campuses and  
Continuing Education

(803) 777-7695

TO: Deans of the Campuses

FROM: Milton Baker *MAB*

DATE: August 30, 1988

SUBJECT: Faculty Salary Comparison

The 1987 comparison of your faculty salaries, by rank and campus, to similar university systems is attached. The comparison is based on AAUP data. Pennsylvania State III Campuses data were not published and the University of Pittsburgh data substituted.

cc: Dr. John Duffy

Prof. Gardner

Dr. Barton

AVERAGE FACULTY SALARIES (IN THOUSANDS) FOR  
SELECTED INSTITUTIONS

1987-88

SYSTEM	CAMPUS	PROF.	ASSOC. PROF.	ASST. PROF.	INSTR.
U.S.C.	Beaufort	( - )	28.1	24.1	( - )
	Lancaster	( - )	29.0	25.5	( - )
	Salkehatchie	( - )	28.7	24.9	( - )
	Sumter	( - )	29.9	26.5	( - )
	Union	( - )	( - )	( - )	21.2
	Weighted Average	31.9	29.1	25.5	21.7
Ohio Univ.	Belmont	-	( - )	32.6	( - )
	Chillicothe	NOT AVAILABLE			
	Lancaster	-	34.8	26.8	-
	Zanesville	( - )	34.2	27.4	23.4
	Weighted Average	( - )	( ** )	28.9	( ** )
La. State U.	Alexandria	30.6	25.8	22.5	17.5
	Eunice	30.4	27.0	23.8	21.4
	Weighted Average	30.6	26.2	23.3	19.6
U. Pitt.	Greensburg	35.8	29.4	26.2	18.7
	Titusville	-	( ** )	22.5	( - )
	Weighted Average	35.8	( ** )	24.8	( ** )
New York	Jamestown CC	36.5	30.0	24.1	19.8
	Fulton-Montgomery CC	37.5	33.4	27.6	20.7
	North Country CC	NOT AVAILABLE			
	Sullivan Co. CC	37.4	31.5	27.4	( - )
	Weighted Average	37.1	31.2	25.5	20.1
Wisconsin	Centers	37.7	31.5	25.7	22.4

( - ) Dollars not shown for cells of N=3 or less.

\*\* Unable to compute due to insufficient data.

Source: "Annual Report on the Economic Status of the Profession, 1987-1988,"  
AAUP ACADEME, March-April 1988.

Prepared by System Office of Institutional Research.

CD:mal - 8/24/88

REPORT OF THE VICE CHANCELLOR  
FOR UNIVERSITY CAMPUSES AND CONTINUING EDUCATION  
FOR  
UNIVERSITY CAMPUSES FACULTY SENATE  
USC-Columbia  
September 16, 1988

Status of Off-Campus Proposals to the Provost, Board, and CHE

You will recall from last academic year the fact that CHE changed its guidelines in November of 1987 for review of off-campus programs. Therefore, wherever the University may be offering at any site 50% or more of the courses that apply towards any degree at a site not previously approved by CHE, said course offerings constitute a "program" and must seek formal approval by CHE for such academic offerings. Therefore, this Office in conjunction with the Office of the Provost has prepared a magnum opus document which pulls together a System proposal to CHE for all of the off-campus programs including our University Campus activities at Hilton Head, Laurens, Camden, and Walterboro. These will be reviewed by the Provost initially and then perhaps informally by CHE, then to the Board of Trustees, and then officially to CHE. These matters may reach the Board as early as the October meeting and in all probability more likely the December meeting of 1988.

New Policies and Procedures Manual

For some time, the System Personnel Department has had under revision a new policies and procedures manual. It is now available and your Campus should have a copy.

Revision of the Master Plan

As you know, the South Carolina General Assembly adopted in the closing days of the 1988 session the CHE-authored Cutting Edge. One of the implications of this would be CHE's effort to revise the Master Plan for South Carolina higher education. This means that once again CHE would look at the missions of respective institutions and of course this raises the question of the missions of the University Campuses. We will be following this review with vigilance.

Meetings of Academic Deans and Student Affairs Deans

As you may or may not be aware, David Hunter and I have been holding a series of meetings with Academic Affairs Deans and Student Affairs Deans, respectively, and then a joint meeting with these two groups combined. We will be meeting with the Academic Deans on September 23, and with the Student Affairs Deans on October 14, and with both groups combined on November 18. If you



have any items you would like brought to the attention of any of these deans, please direct them to me. I am persuaded that for our campuses to fulfill their potential to fully promote student development, we must have the academic and student affairs components of our campuses working more in concert. Only then can we promote a truly holistic development of students.

#### Wisconsin Faculty Exchange

I wanted to make the faculty on the University Campuses aware that the University of Wisconsin Centers, which are the less than baccalaureate level campuses of the University of Wisconsin System, are interested in developing a faculty exchange with our University Campuses. Normally, this would involve a faculty member in a particular discipline to enter into an exchange with a faculty member on a particular campus of the University of Wisconsin Centers in the same discipline. The two respective universities would continue to pay faculty salaries, benefits, etc., and would provide financial support for the relocation. If you have an interest in participating in such a faculty exchange, please discuss this with the academic dean on your campus. The exchange was first offered to USC-Beaufort faculty because Dean Tuttle as the CEO had first secured the interest of the University of Wisconsin in this concept. However, it is my understanding that no Beaufort faculty are currently interested or available for making such an exchange and it was always our intent to open this up to faculty on all University Campuses. Please let us hear from you if you would like to look into this.

#### USC Faculty Exchange for Summer 1989

Very shortly, the applications will be forthcoming from the Office of the Provost for faculty on the University Campuses to apply for the USC Faculty Exchange for summer 1989. As in previous years, I will be the representative from the University Campuses on the Committee that reviews the proposals for faculty exchange support and funding. If you have questions about this process, please don't hesitate to ask me.

#### University 101 Faculty Training Workshop

Our next workshop will be held January 2-6, 1989. Please encourage your new faculty colleagues to be a participant. If it has been a good many years since you went through, you might enjoy the experience again. I think you would find it very, very different indeed, and I hope rewarding and rejuvenating. If you have an

interest in doing this, please contact either myself or Professor Jerome Jewler. This Office will cover all your travel expenses.

#### Freshman Year Experience Conferences

If you would like to make a presentation at our National Conference on the Freshman Year Experience, February 18-22, please contact me for a Call for Papers. You may not have been made aware but we are doing a new FYE conference this year, a second one in Columbia, which will be what we call a "special focus" conference. This one will focus on the freshman year in the community college in American higher education. We've gone to great lengths not describe ourselves on the University Campuses as "community colleges." However, we are institutions which stress, of course, the offering of the first two years of undergraduate work and hence we have much in common with the institutions which will be the focus of this meeting. If you would like to attend or present at the special focus conference on the Freshman Year Experience in the Community College, December 4-6, please let me hear from you. This Office will cover your travel expenses to either the special focus conference in December or the national conference in February.

#### University 101 Faculty Development Forums

A number of you faculty on the University Campuses have been participants for the past two years at the sessions on faculty development which we have entitled the University 101 Faculty Development Forums. We have a number of these scheduled for fall semester and they will be held live in Columbia and also will be telecast to the Campuses to maximize the probability and convenience for your participation. The first one will be held on Wednesday, September 28 from 4:00 p.m. to 5:30 p.m. It will feature two researchers, Drs. Mark Shanley and Paul Fidler, who have widely studied the phenomena of student retention. They will discuss what kinds of experiences on the undergraduate levels that seem to promote student persistence and success based on their research nationally and at the University of South Carolina. I think this might prove very interesting to a number of you.

#### Faculty Manual Revisions

It has been approximately five years since we revised the University Campuses Faculty Manual. A number of sections within the Manual have had minor revisions, some editorial and some substantive, but none of these yet have been forwarded to the Board of Trustees, and hence the Faculty Manual as it is currently

published is the Manual which is the contractual binding document with the faculty. It is my own humble opinion that the Manual is long overdue for a serious examination for an eye towards revision. The tenure and promotion procedures and grievance procedures are particularly troublesome. The purpose of my bringing this up at all is to urge you as senators to take seriously the necessity of having a Manual that is up-to-date with the changing circumstances and needs of the faculty on our campuses and I urge you to pay serious attention to it this year with an eye toward substantive revision.

#### Noel/Levitz Retention Management System

In the fall of 1988, the five University Campuses participated in the first version of the Noel/Levitz Retention Management System. This came about as a result of this Office's desire to provide a tool that would assist students and campus officials in assessing the needs of students in order to assure academic success. The specific purpose of the System is to assess, via the collection of self-report information, an individual student's dropout proneness, academic motivation, general coping tendencies, and receptivity to support services intervention. Incoming freshmen are asked to complete the 198-item College Student Inventory which addresses 18 major dimensions. Some of these include: the desire to finish college, the degree to which the student is satisfied with the institution, academic confidence, intellectual interests, study habits, self-esteem, leadership potential, family support, career planning, self-reliance, and the degree of willingness to seek academic support services, personal or vocational counseling.

The questionnaire, when analyzed, yields two types of report. The first is an individual student report, with corresponding copies for counselors and advisors, that displays a student's strengths and weaknesses within the aforementioned areas. It also provides some student background information such as class rank, family educational background, SAT ranges, living situations, etc. The second report is an aggregate report which lists all students in need of a particular service at the campus. This allows campus officials to view its entering class in the aggregate. This last point is important because one of the assets of the Noel/Levitz System is that, although it is designed to provide information on individuals, it has the capability to yield aggregate campus information. Thus, if everything goes well, the System provides individual reports that allow students, faculty, and staff to interact with one another on a one-on-one basis (this should prove invaluable for faculty advisors in that it gives them something tangible to work with

when they begin their advising relationship with students) and an aggregate report which should be useful for campus planning and resource allocation.

I am extremely hopeful that many of you faculty will make good use of this new instrument in your absolutely critical role of academic advisor. If you have questions about this Retention Management System, contact:

Vince Mesaric	-	USC-Beaufort
Jeff White	-	USC-Lancaster
Benie Preacher	-	USC-Salkehatchie
Rannie Haseldon	-	USC-Sumter
Steve Buchanan	-	USC-Union

Lifelong Learning faculty members may contact David Hunter on the Columbia Campus.

#### Cooperative Institutional Research Program (C.I.R.P.)

In fall 1987, all five University Campuses participated in the Cooperative Institutional Research Program (C.I.R.P.). Quoting from one of their brochures, "The Cooperative Institutional Research Program (C.I.R.P.) is a national longitudinal study of American National Higher Education established in 1966 by the American Council on Education (ACE). C.I.R.P. is now the nation's largest and oldest continuing empirical study of American colleges and college students. Since 1966, some 7 million students, 100,000 faculty, and 1,300 institutions have participated in the C.I.R.P. surveys. The annual C.I.R.P. survey of entering freshmen is now administered through UCLA's Higher Education Research Institute under the continuing sponsorship of the American Council on Education." Quoting further, "the survey covers an array of demographic, experiential, and attitudinal issues. This questionnaire also covers degree aspirations, major and career plans, and expectations about college. Participating institutions receive a campus report plus national normative data. Institutions can merge their C.I.R.P. freshman survey data with other campus data such as files from the Registrar's Office to create a longitudinal file to assist institutional research planning efforts and accreditation studies."

The above, in a nutshell, describes the particulars of the program. The reasons for participation by the University Campuses merit discussion. It has been the observation of the Chancellor's Office that there has been, to date, a lack of empirical information concerning profiles on our students. Participation in C.I.R.P. was an attempt to collect such information and, in effect, create

a baseline of information from which we can plan and act. The instrument was administered under the direction of this Office in the fall of 1987. It should be noted that this information was collected from each campus's first time, full-time student population. The instrument, because of what it asks and the topics it covers, is not as relevant for the adult student or the part-time student. Three of the five Campuses, Beaufort, Lancaster, and Union, were able to obtain the results from a large enough percentage of their entering first time, full-time class (Beaufort 93%, Lancaster 90%, and Union 77%) for their results to be considered valid for inclusion in national normative data. The other two campuses were not able to obtain a very good participation rate and thus their data were not analyzed. When the data were returned from being processed, this Office prepared executive briefs of the data for the three schools with valid results and met with the chief officials from these campuses to discuss the results.

One particular point of interest that surfaces can be found upon review of the category of reasons noted as very important in selecting a particular campus. At all three of the schools the number one reason given was wanting to live near home (Beaufort 42.6%, Lancaster 38.2%, and Union 48.6%). This compares with only 12.9% for Columbia students and 17.9% for all respondents nationwide. Besides this specific piece of information, is the observation of this Office and those campus officials reviewing the reports that the results provide, in most instances, confirmatory data for the programs and services currently in existence. In short, the results indicate that non-empirical analysis of the campus's student population by respective campus officials has, for the most part, been on target.

If you have not yet seen the C.I.R.P. data for your campus, and would like to see it, call David Hunter on the Columbia Campus at 4800.

#### Minority Faculty Recruitment

On the Columbia Campus this year, we had the best year in memory for minority faculty recruiting, that is from my perspective as Chair of the Affirmative Action Advisory Committee. The University Campuses representative on this Committee is Professor Deborah Cureton of USC-Lancaster. We've also had some success in minority recruitment on the University Campuses. We hired one black female faculty member at USC-Salkehatchie, Professor Marchita Pfiffer, a librarian. We hired a black male faculty member at USC-Sumter, Professor Joseph Watson (in education). At USC-Union, we have appointed one black male staff

John Gardner's Report to  
University Campuses Faculty Senate  
Page 7

member, Mr. Adrian Collock, who is an intramurals coordinator and counselor. We have a long way to go to provide an adequate number of minority role models to even remotely be commensurate with the proportion of our students that represent minority groups.

#### President's Reception

The annual President's Reception will be held on Tuesday, October 4, from 6:00 to 9:00 p.m. Faculty from the University Campuses are urged to attend between 7:30 and 9:00 although they may, if they wish, attend between 6:00 and 7:30. Please invite your new faculty colleagues to join you in attending this important annual social event.

#### Attendance at Summer Faculty Senate Meeting

The University Campuses faculty who serve as faculty senators to the Columbia Senate have responded at an abysmal all-time low in terms of their attendance at the summer faculty meeting as reported in the most recent minutes of the Columbia Senate. I will let you go back and check the minutes so you can count and see how many of your colleagues were present. Some of your colleagues are contacting me to lament the poor participation and I frankly don't know what to tell them. Anything you can do to impress upon your senators the seriousness of representing you in the Columbia Senate would be appreciated. The Chancellor and I find our poor attendance embarrassing.

Rather than closing on that negative note, I will close on a note of optimism. I am excited about many of the things you are doing in your classrooms and outside the classroom for your students and your own professional development and I look forward to working with you over the coming year.

*Mary Derrick*

University of South Carolina  
University Campuses Faculty Senate  
Planning Retreat  
Hilton Head Island, South Carolina  
August 7-9, 1988

Minutes

The USC University Campuses Faculty Senate Executive Committee met with representatives of the Standing Committees and University administrators to plan Senate activities for the 1988/89 academic year.

Those present were:

Greg Labyak, Chair (Salkehatchie)  
Deborah Cureton, Vice Chair (Lancaster)  
Nancy Washington, Secretary (Lifelong Learning)  
Tandy Willis, Immediate Past Chair (Union)  
Carolyn West, Member-at-Large (Sumter)  
Mary Barton, Chair, Faculty Welfare Committee (Union)  
John Logue, Chair, Rights and Responsibilities Committee (Sumter)  
John Duffy, Chancellor, University Campuses and Continuing Education  
John Gardner, Vice-Chancellor, University Campuses and Continuing Education  
Mary Derrick, Executive Assistant, Office of University Campuses and Continuing Education

Chairman Labyak welcomed the group to the retreat and reviewed the schedule of events. He announced that Bob Costello (Sumter) Chair of the Intra-University Services and Communication Committee would not be able to be present because of teaching responsibilities and that Jane Upshaw (Beaufort) would be substituting for Rick Bouleware (Beaufort) Member-at Large beginning on August 8. He also announced that special guests for dinner would include three commissioners from Hilton Head as well as Dr. and Mrs. Ralph Mirse. Dr. Mirse, formerly President of Columbia College, is now Special Consultant for the USC program at Hilton Head.

Chairman Labyak explained that Ali Pyarali (Salkehatchie) had been chosen by the Salkehatchie faculty to become a non-voting member of the Executive Committee. This action was taken because Chairman Labyak, who was elected to represent Salkehatchie, is presently assigned to the Laurens campus of USC-Union. Both the Chairman and the Salkehatchie faculty felt that the campus needed to be represented on the Executive Committee by a person from the resident faculty. Professor Pyarali was unable to attend the retreat and will

meet with his committee at the regular Faculty Senate meetings, but will be able to meet with the Executive Committee at its pre-Senate meetings.

I. Reports and Updates  
A. Office of the Chancellor  
1. Dr. John J. Duffy

Dr. Duffy began his report by enumerating several recent appointments to the University's administrative team. These included Dr. Art Smith, Executive Vice President for Academic Affairs and Provost; Dr. Ken Schwab, Senior Vice President for Administration; Dr. Marty Solomon, System Vice President for Computer Services; Dr. Paul Huray, Senior Vice President for Research; James Edwards, Associate Chancellor for Planning and Special Projects; and Dr. James Rex, Vice President for Development.

Dr. Duffy discussed the upcoming "2001 Administrative Retreat" which will be held at Fripp Island, August 10-12. The retreat will give USC President James Holderman the opportunity to introduce these new administrators to the University's other administrators, the Deans and the Board of Trustees and also to define the roles they will be expected to take in planning the University's future. A Core Planning Group composed of Drs. Duffy, Schwab, Huray, Rex and Smith with input from resource people, Dr. Dave Bell of South Carolina College and Davis Powers of the Planning Office has been formed "to attempt to set directions and coordinate planning throughout the system." This group will be concerned with planning for the self-study preparatory to the Southern Association of Colleges and Schools accreditation team visit in 1991. Self-study activities will be carried out on all campuses beginning this fall. Objectives of the self-study will be 1) to draft goals 2) to review and revise mission statements 3) to deal with questions of how to assess and how to measure and 4) to assess progress and direction in the areas of instruction, research and service. The tentative schedule for the self-study is as follows:

- Fall 1988-Summer 1989, Preliminary Planning Period  
Implement assessment instruments; gather data; submit self-study proposal to SACS.
- Fall 1989-Spring 1991, Self-study Period  
First visit from SACS team; preliminary reports; progress report; final report; site visit by SACS Committee.
- Summer 1991-Spring 1991, Response Period  
SACS recommendations received; mandatory response submitted; reaffirmation of accreditation by SACS Delegate Assembly.



Dr. Duffy stressed that, while the self-study will be conducted on each campus, a major goal will be to develop a system-wide perspective. He gave examples of programs which may seem to be somewhat insignificant from campus to campus, but which are vital to the system as a whole. These include television instruction, Graduate Regional Studies and the Library Processing Center. Dr. Duffy suggested that the Senate's part in the self-study will need to be determined. The bodies being studied are the campuses but the persons doing the work will be the faculty.

Dr. Duffy announced that the online catalog, now in the planning stages, will become available to all system campuses at the same time rather than coming up at the Columbia campus first and at the satellite campuses later as had been announced previously.

He also announced that the University Campus Faculty Senate will no longer have representation on the Columbia Faculty Senate System Committee. This committee has been restructured and is now purely administrative.

## 2. Professor John Gardner

In his report Professor Gardner emphasized the need for the campuses to respond to the South Carolina Legislature's adoption of the Commission on Higher Education-sponsored bill concerning The Cutting Edge. Of particular importance will be the need to gather information and establish policies concerning developmental education programs at the campuses. Questions that should be asked are:

1. How is developmental education being conducted on the campuses?
2. Of what is the program comprised?
3. Who is responsible for implementing and overseeing the program?
4. How are students tested?
5. What kinds of remedial studies are being offered?
6. How is progress being assessed?

As a help in dealing with the constraints of The Cutting Edge the Chancellor's office is interested in encouraging closer interaction between the campus Deans and the Student Affairs and Academic Deans. Professor Gardner suggested that the Faculty Senate might have concerns that would be appropriate for the agenda of the meetings between these two groups and that the Senate might want to be represented at their meetings.

Professor Gardner stressed the important role faculty will play in the self-study. Members of the visiting team will include faculty members who will react favorably or unfavorably to what the USC faculty members are doing on the

campuses. The Columbia Office of Institutional Research cannot provide all of the information that is needed. "In the final analysis," Professor Gardner said, "we are responsible for our own destiny."

Concerning faculty salaries for 1988/89 Professor Gardner stated that the University Campuses came out better than the Columbia campus. While University Campus salaries increased as much as 8%, Columbia salaries increased an average of about 4% with 5-6% raises going only to special cases.

Professor Gardner mentioned President Holderman's keen desire to take concrete steps this year toward the fruition of the Learning Center concept for the University Campuses. Related to this concept is the application of the University's Core Curriculum for the BAIS degree program this fall. Advisement of students in this critical program will be affected by this decision. Dr. Duffy interjected the reminder that exceptions to the core requirements may be made by the Deans. Other areas in which information is still being gathered include formal endorsement of the off-campus programs at Laurens, Walterboro and Hilton Head, proposals by USC-Aiken and Coastal Carolina for programs at Sumter, Beaufort and Salkehatchie, and the future degree-granting status of USC-Sumter.

Professor Gardner announced the appointment of Dr. George Terry as Vice President for Museums and Collections and observed that Dr. Terry appears to be a system-oriented person.

In discussing potentialities for faculty development, Professor Gardner outlined two programs.

1. Faculty Forums

Lectures were presented last year on such topics as designing research structures, improving teaching, and sexism on campus. Nine programs of about one and a half to two hours each will be presented this year. They will be available to the campuses by television. The first lecture will be presented September 28 by Professors Paul Fidler and Mark Shanley and will concern research studies on factors which seem to enhance retention and eventual graduation of entering freshmen. Dr. Jerry Jewler is chair of the 1988/89 steering committee for the program. University Campuses faculty members are welcome to participate.

2. Faculty Exchange

An exchange program between USC faculty and faculty at the University of Wisconsin is being considered. The University of Wisconsin is a progressive system with about thirteen two-year campuses similar in programs to the USC University Campuses. Professor Gardner urged University Campus faculty to consider taking part in this program.

Chairman Labyak raised the issue of the University Campuses representation to the Columbia Faculty Senate

Welfare Committee. A problem arose last year when the elected representative Bill Bowers returned to school full time and was unable to complete his term of office. Hussein Zeidan was appointed to serve out the term. However, Professor Zeidan was prevented by scheduling conflicts from attending meetings during the 1987/88 academic year and does not wish to continue in the position this year. For this reason the Senate will need to elect another representative at the September meeting. Chairman Labyak stressed that the new representative should be able to attend both the committee meetings in Columbia and the University Campuses Faculty Senate meetings. Professor Gardner suggested that the Senate try to find a person who has had experience on a similar committee in the past.

#### B. Standing Committee Reports

##### 1. Rights and Responsibilities Committee

Committee Chair John Logue reported that the committee will continue its work of last year on reviewing and revising the grievance and termination sections of the Faculty Senate Manual. Professor Gardner pointed out that until Senate-recommended revisions to the manual are approved by the Board of Trustees the present manual remains in effect. For this reason the Rights and Responsibilities Committee will continue to function as the Grievance Committee while changes to the manual are being proposed and approved.

##### 2. Faculty Welfare Committee

Chair Mary Barton reported that the committee, in response to the Senate's April request, is conducting a study of faculty salaries at the campuses. A roll of all University Campuses faculty has been compiled listing nine and eleven/twelve month salaries in descending order. The committee will also investigate the notification schedule for faculty salary letters on each campus.

##### 3. Intra-University Services and Communication Committee

Greg Labyak gave the committee's report in the absence of the Chair, Bob Costello. The committee is interested in addressing the following concerns:

1.) Core Curriculum. The committee will monitor the implementation of the Core Curriculum at the University Campuses.

2.) Disarticulation. The committee's 1987/88 report was forwarded to the Provost and the President. The committee needs to receive very specific information each time a student encounters a problem so that effective solutions can be found.

3.) University Campuses Faculty Resource Manual. The committee will consider updating this manual's 1984 edition.

4.) Special courses. The committee will gather information from the campuses about courses in women's studies, honors courses and interdisciplinary courses now being offered.

#### C. Campus Reports

##### 1. Lancaster (Deborah Cureton)

New faculty have been hired in English, business administration, anthropology and psychology. A CHE grant is allowing the campus to continue the "Kids in College" program. This program is open to Black students in grades 6-12 from the Lancaster area. These students met with twenty Black professionals who talked with them about preparing for college and planning their careers. The group visited colleges and cultural sites around the state. Funds from Lancaster's Title III project are being used to finance a computer lab and a writing lab.

##### 2. Union (Mary Barton and Tandy Willis)

A new professor of business, Mark Sutton has been hired. He will also act as business manager for the campus. The search committee for the director's position at the Laurens campus has made its report to the Dean, but a final decision has not yet been announced. Renovations to the Central building have been completed and it will be occupied after registration. Plans for a renovating project at the Main building are also underway.

##### 3. Sumter (Carolyn West and John Logue)

Early in the fall semester faculty will be involved in workshops designed to foster critical thinking. Offices in the administration building are being vacated in preparation for the construction of an addition to the building. Funds have been granted to draw up blueprints for a new library facility.

##### 4. Salkehatchie (Greg Labyak)

A new academic dean has been named for Salkehatchie. Ron Killian will continue to direct the Walterboro operation. Marchita Phifer is the new librarian at Allendale. Division chairs will be elected by the faculty for three year terms rather than being appointed as has been the case in the past. Plans are underway for a new library. A brainstorming group, called the Academic Council has been formed consisting of Division chairs and one additional person from each academic division.

## 5. Lifelong Learning (Nancy Washington)

Dave Bowden, formerly with Telecommunications Instruction has joined the Lifelong Learning faculty. Library Processing Center librarians are involved in plans for the installation of the NOTIS system on all campuses. CD-ROM's (Compact Disc-Read Only Memory) containing several databases have been installed at the LPC and faculty members are encouraged to contact the librarians for searches on such databases as Books in Print, ERIC, Educational Materials in Libraries, and Wilson indexes for humanities, social sciences, Readers' Guide, MLA and business. Jim Edwards visited the LPC recently to discuss preliminary plans for the Self-Study.

## II. Schedule of 1988/89 Meetings

Executive Committee (in Columbia)	Faculty Senate
September 2, 1988	September 16, 1988, Columbia
November 4, 1988	November 18, 1988, Sumter
February 3, 1989	February 17, 1989, Salkehatchie
April 7, 1989	April 21, 1989, Baruch Institute at Georgetown

## III. Self-Study

A report on the progress of the Self-Study was presented by Tandy Willis. The system committee met in March to draft a timetable for system planning and evaluation. The committee will be assisted by Chester Bain, Dave Bell and Davis Powers. A consistent format for use at all campuses will be developed. Professor Willis requested that the final version of the CHE's Cutting Edge be obtained before the Self-Study actually begins. The University is responsible for assessment studies but the CHE maintains a reviewing role. Documents which may be called for include official transcripts, syllabi, copies of tests, etc. Faculty will be required to have eighteen hours of courses in any field in which they teach. The CHE is especially interested in developmental education programs. Dr. Duffy suggested that the CHE needs to be made more aware of the potentialities of such programs as televised instruction and correspondence courses for both graduate and undergraduate instruction.

Professor Willis stressed that institutional assessment and effectiveness will be important aspects of the current Self-Study because these concepts have only recently become a part of the SACS criteria. Dr. Duffy commented that assessment must begin with the institution's mission statement which cannot be changed in any basic way. However, the University's perception of its mission differs from that of the CHE. Rather than perceiving itself as a chain of two-

year schools, USC envisions itself as a system of learning centers where two-year programs are offered together with advanced courses and graduate work.

The Intra-University Services and Communication Committee will monitor progress of the Self-Study at the campuses and can serve as a forum for feedback and the sharing of ideas and problems. Professor Willis suggested that the Senate might want to invite Dave Bell or Davis Powers to come to a Senate meeting to discuss assessment tools, the types of information needed, etc. It was decided to invite Professor Bell to speak to the Senate on November 18.

#### 4. CHE and University/Cutting Edge

Covered in earlier discussions.

#### 5. Developmental Studies

Tandy Willis discussed a questionnaire developed at the Union campus concerning developmental education. This was done in response to the CHE's interest in the present status of such courses on the University Campuses. Questions formulated concerned which courses are being offered, what the courses are called, whether full programs exist, whether more or fewer courses should be offered and why such courses had originally been constituted. Professor Willis reported that the questionnaire, which was sent out last year to the Academic Deans, had elicited varied responses. Some campuses said they did not teach developmental courses even though some of their students did take CAM 120, Math 100 and English 100. Professor Gardner emphasized the importance of this study because statistics compiled three years ago showed that about 40% of the new students at two-years campuses needed remedial education. The funding formula which rewards large FTE's causes campuses to enroll students who may never have the capacity to graduate (for example, students with SAT scores of 400). Dr. Duffy commented that it was important to discover whether or not students who take and pass English 100 do indeed go on to successfully complete regular college courses and to graduate. Professor Cureton suggested that information about the success of students from the University Campuses who go on to the four-year schools would be valuable to the University Campuses faculty in advising incoming students and planning coursework. Dr. Duffy cited examples of remedial students who were successful in teaching and other professions, but Professor Gardner warned the group that the CHE will require solid numerical data not just anecdotal reports.

Professor Willis reported that the results of the questionnaire will be evaluated and copies of the final report will be prepared for the Executive Committee to

consider at its September 2nd meeting. Dr. Duffy will place this topic on the agenda of the Academic Deans' meeting September 23, and will present the results of the questionnaire and the Executive Committee's response to it.

#### 6. New Academic Standards

All campuses are in compliance. Some students at the University Campuses are admitted conditionally and transfer to a four-year campus when they attain an acceptable GPR. Statistics should be kept to determine if the new standards insure a higher percentage of graduates.

#### 7. Recruitment and Retention

Deborah Cureton stated that at the Lancaster campus recruitment had always been the responsibility of the administration with responsibility for retention falling to the faculty. Carolyn West reported that a similar situation had prevailed at Sumter in the past, but that recently a task force composed of faculty and staff had been formed to address these issues. Many faculty do not see recruitment and retention as their roles, but if they are going to have to be involved in these activities they wish to participate by means of an organization which will plan carefully and achieve successful results.

Greg Labyak reported that Salkehatchie has procedures in place for recruitment and for follow-up counseling. He requested that each campus representative to the Intra-University Services and Communication Committee bring information about successful activities and programs to share with the other campuses. A discussion followed about the advantages of more aggressive advertising through television and billboards as is being done by the state's technical schools.

#### 8. University Campuses students' success rate at four-year schools

Professor Gardner explained that statistical records assessing about one hundred items related to academic success are maintained for all students. This data is stored on the University's mainframe computer and is available to the campuses. A discussion followed concerning students who receive high grades at the University Campuses but do not do well at four-year schools. Dr. Duffy cautioned against expecting a perfect Bell curve for University Campuses students because of factors such as age, background, motivation, etc. which distinguish some of these students markedly from other students at four-year schools.

## 9. Core Curriculum

Foreign language placement tests are valid for one year whether or not a student transfers to a four-year school during that time.

The Intra-University Services and Communication Committee announced in April that the Core Curriculum had been approved for the University Campuses.

Dr. Duffy predicted that by 2001 USC enrollment will include a large proportion of mature part-time students for whom the foreign language requirement will be unreasonable. Again he reminded the group that the Dean can allow exceptions to the core requirements.

Questions about the validity of some tests and confusion about which tests students are required to take prompted Professor Gardner to suggest that Faculty Senate representation was needed on the Academic Deans' Committee.

## 10. New courses - Honors Studies, Women's Studies, Interdisciplinary Studies

Dave Bell will be asked to address the Faculty Senate in November concerning courses in these areas. Campuses contemplating the creation of a new course in one of these fields should check the UCAM listings to see if a similar course is already being taught elsewhere.

## 11 Local Search Committees

Chairman Labyak stated that it was his understanding that traditionally the University Campuses local search committees reviewed applications, conducted interviews and sometimes recommended candidates, but that the Deans have the final say in which candidate to hire. Deborah Cureton stated that this procedure had proved very frustrating to Lancaster faculty as they felt that their input was not valued and their time was wasted. Carolyn West said that search committees at Sumter (which are appointed) rank the candidates by consensus, but the Dean decides which candidates to interview. According to Tandy Willis, Union search committees consist of one appointed member and the rest elected members. The committee selects candidates to be interviewed by both the committee and the Dean. The committee recommends three unranked candidates and the Dean makes the final choice. Jane Upshaw stated that at Beaufort the search committee is elected and submits three ranked names to the Dean.

Dr. Duffy stated that when a search for a new dean is conducted, the committee is constituted to include representatives from the community, student body and Columbia faculty because a dean can only be successful if he is able to work well with all of these groups.



Professor Gardner observed that the Deans need to pay more attention to faculty opinions because the SACS regulations require faculty input into the choice of new faculty. However, faculty cannot dictate the composition of the search team. Professor Gardner also stated that affirmative action hirings are desirable and that funds are available to offer more attractive salaries to minority candidates if necessary. Deborah Cureton suggested that the University Campuses might need to "grow their own" Black Ph.D's by assisting promising master's degree holders with faculty exchange funds sufficient to complete their doctorates.

Dr. Duffy agreed to discuss these problems with the campus Deans, giving special attention to potential violations of affirmative action guidelines and alienation of faculty who feel that their work on search committees is wasted.

Discussion about limited searches revealed that searches are sometimes limited geographically because of time constraints. In such cases the committee may invite likely candidates to apply and may request nominations of candidates by knowledgeable colleagues at other institutions.

#### 12. Minority Faculty

Covered in earlier discussion.

#### 13. Faculty Salaries

Dr. Duffy clarified the question of base raise plus merit vs. pure merit by stating that all raises this year were merit raises. Four percent was granted from the state for all persons who were given satisfactory evaluations. Campuses were allowed to add 2-3%. Raises for promotions which are set by the Personnel Department are as follows:

Associate Professor	\$1900
Full Professor	\$2100

At the Lancaster campus the extra percentage is decided by the Dean in conjunction with the Chancellor's office. At Union a check-list and supporting documents are utilized and the faculty member receives a letter delineating which part of the increase is above the base. Performance areas are weighted as follows: 50%, teaching effectiveness; 25%, service; and 25%, research. At Beaufort raises are awarded based on the faculty member's performance evaluation.

#### 14. Tenure and Promotion

According to the University Campuses Faculty Manual both the local committee and the system committee forward recommendations only. Final decisions are made by the Chancellor. Most campuses conduct Tenure and Promotion

workshops for new faculty. A system-wide program could be provided by closed-circuit television. Informal "friendly" reviews of files are often offered by tenured faculty members and a sample file may also be made available to candidates for tenure or promotion. Professor Gardner reminded the group that as the manual now stands, a candidate may both appeal and grieve an unsuccessful bid for tenure.

#### 15. Grievance and Appeal of Termination

The Faculty Manual presently allows grieving of non-reappointment by non-tenured faculty, but this may be in violation of state law. Last year the Rights and Responsibilities Committee recommended changes in the official letters sent to candidates and will examine appropriate sections of the manual further this year to insure its legality and accuracy.

#### 16. Local Campus Budgets

Faculty members on some campuses serve on budget advisory committees and have the opportunity to make recommendations for change. Dr. Duffy will make an appeal to the deans to disseminate additional information on local campus budgets.

#### 17. Funding Formula

Use of data about new peer institutions had a positive impact on recent faculty salary increases. The 1988/89 funding was 93% of full formula vs. 88% in 1987/88. Chairman Labyak reminded the committee that 100% funding provides 80% of the funds needed to operate the University. As always, the budget is tied to the economy.

#### 18. Drug Testing

Athletes participating in Salkehatchie's programs are being tested by the same lab which tests USC-Columbia athletes. Costs are being paid by Salkehatchie.

#### 19. University Campuses/Technical Schools

Covered in earlier discussion.

#### 20-21. "Two-Year Campuses"/Learning Centers

Dr. Duffy remarked that changes in terminology come hard but that it is important to persevere in the use of the more accurate term and concept of the Learning Center because it is more descriptive of the true mission of the satellite campuses. Undergraduate and graduate courses are taught at

all University Campuses, sometimes in cooperation with and by faculty from other campuses of the USC system or other colleges (for example, S. C. State courses taught at Salkehatchie). The campuses should become resource centers to provide citizens with information about a variety of educational opportunities available in each community.

#### 22. Times 9

Funds are being sought to support the replacement of Times 9 with a larger tabloid style newspaper which should be able to give better coverage to all the campuses.

#### 23. Representatives to Columbia Faculty Senate

Each University Campus sends one representative to the Columbia Senate. Chairman Labyak suggested that all representatives should be encouraged to attend as many Columbia meetings as possible. It was suggested that the representatives form a caucus, elect a chair and convene just prior to each Columbia meeting in order to operate in a more effective manner.

#### 24. Special Committees

No ruling exists concerning the term of service for Special Committees. The Executive Committee will address this issue at the September 2 meeting.

#### 25. Faculty Resource Manual

The Intra-University Services and Communication Committee will be asked to consider needed revisions this year.

Some parts of the Faculty Manual also need to be reviewed. While the last revision was done by the Rights and Responsibilities Committee, Chairman Labyak suggested that if a complete revision seemed desirable, additional committees might need to be involved. The Executive Committee will consider this matter again later.

Chairman Labyak reminded the group that all committees are expected to submit a written annual report covering items considered and motions passed during the year.

#### 26. Other Issues

The USC Washington Office is available to the University Campuses in cooperation with the SPAR office.

The retrospective conversion (RECON) of the satellite campus libraries' monographic holdings to machine readable form is approximately half finished. About 65,000-70,000 records remain in card format only. If funds are available

Executive Committee

- 1.) Study results of the questionnaire concerning developmental studies.
- 2.) Consider replacement to represent University campuses on the Faculty Welfare Committee.
- 3.) Decide on the beginning of the term of office for members of Special Committees.
- 4.) Review revised Faculty Manual for possible additional changes.

Respectfully submitted,

*Nancy Washington*

Nancy Washington,  
Secretary

3-1-1988

University of South Carolina  
University Campuses Faculty Senate  
Executive Committee  
September 16, 1988  
USC-Columbia

MINUTES

The Executive Committee met in conjunction with the Faculty Senate at its fall meeting. The following members were present: Greg Labyak, Tandy Willis, Deborah Cureton, Carolyn West, Rick Boulware and Nancy Washington.

The minutes of the September 2, 1988 meeting were amended to reflect that Wayne Thurman is not the Lancaster representative to the Grievance Committee. No representative has yet been chosen from Lancaster.

The minutes were approved as amended.

Other representatives to the Grievance Committee are:  
Gordon Haist -- USC-Beaufort  
Charles Walker -- USC-Union

Concern was expressed by Tandy Willis that the changes to the Faculty Senate Manual which have been passed in the last five years and which have been approved by Dr. Duffy's office have not been submitted to the Board of Trustees and may therefore not actually be in effect.

Tandy Willis distributed copies of a report which compiles responses from all campuses to the questionnaire on developmental education. The Executive Committee members were asked to review the report and to be prepared to make corrections and recommendations at the November 4 Faculty Senate meeting. Professor Willis told the committee that the campuses need to keep follow-up data on the success rate of students who are involved in developmental studies programs and then go on to graduate.

Items from the Executive Committee Retreat and the September 2 meeting which will be reported to the Senate include: USC- Union's endorsement of Chairman Labyak; problems with the picture IDs; attendance by Senate representatives to the Columbia Faculty Senate; Professor Ali Pyarli's election as Salkehatchie's representative to the Executive Committee; the developmental studies questionnaire; Chairman Labyak's plans to attend the meetings of the Academic Deans and the Student Affairs Deans.

The Committee discussed the terms of office of University Campuses representatives to System-wide committees. The following motion was drafted to be presented to the Senate at the afternoon session:

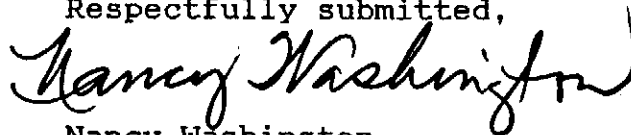
The Executive Committee moves that the term of service for University Campuses representatives to System-wide committees begin on August 15 following their election at the University Campuses Faculty Senate meeting in the spring.

In addition the committee will present the following recommendation:

The Executive Committee recommends that, where feasible, both the out-going and in-coming representatives to System-wide committees attend meetings together between the April Faculty Senate meeting and August 15 for purposes of continuity.

Acting in the capacity of Nominating Committee, as requested by the Chairman, the Executive Committee nominated Professor Don Curlovic of USC-Sumter to serve out the remaining two years of Hussein Zeidan's term of office as Senate representative to the Faculty Welfare Committee. Betty Youmans will continue to serve as the alternate representative for this committee.

Respectfully submitted,

A handwritten signature in cursive script that reads "Nancy Washington".

Nancy Washington  
Secretary