

THE UNIVERSITY OF SOUTH CAROLINA
REGIONAL CAMPUSES FACULTY SENATE MINUTES
USC BEAUFORT
APRIL 16, 1993

MORNING SESSION

The meeting was called to order by Chairperson Carolyn West. Professor Boulware expressed welcome and appreciation to Dean Plyler and Marie Lipton for the dinner, coffee, and hospitality. Professor West thanked USC-Beaufort for the hospitality.

Chairperson West welcomed the honorable Helen Harvey, a member of the USC Board of Trustees. Mrs. Harvey thanked the R.C.F.S. for inviting her. She commended the faculty for being the backbone of the USC system. She noted that the Board of Trustees was responsible for hiring the president of the University, as well as the treasurer, and secretary to the Board. She stated that the Academic Affairs Committee reviews T&P recommendations as they are presented to the committee and then the full Board acts on the recommendations of the committee. Mrs. Harvey said that she was very supportive of the campus system and that she expects the University to stay an eight or nine campus system for a long time. She said that she would be happy to answer any questions about the Board or about any policy.

Senator Costello of USC-Sumter asked Mrs. Harvey to elaborate on the future of the USC system. She replied that she would like to see each campus serve to the best of its ability by being allowed to grow, to develop its curriculum, to raise money for educational foundations, etc. Mrs. Harvey stated that the C.H.E. was probably the biggest concern of the system and that the C.H.E. would have the greatest effect on what happens to various campuses. Chairperson West asked how relations could be improved with the C.H.E. Mrs. Harvey replied that close contact with the C.H.E. was needed, not only the regional legislators and the regional commissioners of higher education. They should be invited frequently to the campuses so that they can see what is being done. Senator Garris of USC-Lancaster stated that the system needs to keep up with dates of service of commissioners and try to get USC friends appointed to the C.H.E. Mrs. Harvey said that we wait until we have a divisive issue to ask the C.H.E. for help instead of selling the good things that we are doing. Senator Chamberlain of USC-Beaufort said that she appreciates the strong statement that the Board of Trustees has made on the USC system and asked about the views of Dr. Palms on the system. Mrs. Harvey said that Dr. Palms has changed his approach from last year. He had spent a lot of time visiting the campuses mainly because of

Coastal's advocacy of leaving the system. She was convinced that Dr. Palms is very supportive of all campuses. Dr. Duffy stated that Dr. Palms has always supported regional campuses. Professor Dockery of Lifelong Learning asked why the costs of Coastal Carolina going independent had not been made known. Mrs. Harvey said that the Board made the decision to let Coastal leave if they could convince the legislature to do it.

Senator Bishoff of USC-Sumter stated that participatory management is not evident from top administrators in the University. Mrs. Harvey stated that the faculty needs to let the administration know of concerns but some things need to be coordinated from the top. Senator Bishoff said that there was a lack of seeking input before decisions were made. Concerning returned T & P files, Dr. Duffy said that questions came from an Associate Provost who looked at the written files. The outcome was that the two cases were very close calls. The Provost has the right and obligation to look at the files. Dr. Duffy said that if we are indeed a part of Columbia then we have to realize that there are review processes.

Professor Boulware thanked Mrs. Harvey for coming. He stated that USC-Beaufort yearns for a dialogue and a rapport with the administration in Columbia. They need to communicate with the faculty on all campuses. Mrs. Harvey replied that Columbia was the main campus and the location of administration but that some Columbia departments feel isolated also. She said that Dr. Palms visited the campuses in the last two years but could not continue to do so on a regular basis because it was time consuming. Professor West again thanked Mrs. Harvey for attending.

Nominating Committee

Tandy Willis from the Nominating Committee was absent so Chairperson West reported. The Nominating Committee met on April 2, 1993 and the following slate of officers is to be presented:

Chair of R.C.F.S.- Tandy Willis

Secretary of R.C.F.S.- Wayne Chilcote

Vice Chair and Chair Elect- John Catalano

Members at Large- Ellen Chamberlain and Clela Dunaway

University Library Committee- Bruce Nims

USC Board of Trustees/Faculty Liaison Committee- Deborah Cureton

Research and Productive Scholarship- Tye Johnson

The Senate broke into committees until lunch.

Afternoon Session

The minutes of the February 19, 1993 meeting at USC-Columbia were approved with the following corrections:

1. The word "appropriations" on page 1, line 6, of paragraph 2 was corrected
2. Attachment #15 was missing a section which was added

Reports from University Officers:

Vice Provost & Executive Dean for Regional Campuses & Continuing Education

Dr. Duffy reported that the budget outlook for next year is not very encouraging. Higher Education is down about 30 million dollars. Dr. Duffy said that the date of the move to Carolina Plaza is still uncertain. The searches for the deans at Sumter and Union are ongoing with over 90 applications at Union and over 120 applications at Sumter. Both decisions should be made by the end of the fiscal year. The C.H.E. is still studying the "Two Year Campus" Systems and they are to issue a report sometime this year prior to the next legislative session.

Associate Vice Provost for Regional Campuses & Continuing Education

Professor Gardner's report was distributed (See Attachment 1). An extensive discussion of the tenure and promotion process followed. Debate centered around the question of how each applicant could demonstrate "excellence in teaching". Professor Gardner announced that he would constitute a committee to look at the T & P process on our campuses this summer in hopes of answering many of the concerns raised by this year's process. He emphasized that he intended to ask representatives from the faculty as well as the academic deans to work jointly on this important task. Senator Darby was suggested as one of the likely faculty representatives since he chaired USC-Beaufort's committee which recently dealt with those issues.

Reports from the Deans of the Regional Campuses:

The Deans or their representatives updated the Senate on events concerning their respective campuses.

Reports from Standing Committees:

System Affairs: submitted by Senator Costello (Attachment 2)

Welfare: submitted by Senator Washington for Senator Macias (Attachment3)

R & R: submitted by Senator Faulkner (Attachment 4)

Report from the Executive Committee:

Submitted by Professor Catalano (Attachment 5)

Reports from Special Committees:

Professor Catalano reported from the University Library Committee (Attachment 6). Senator Castleberry reported that the University Committee on Curriculum and Courses had not met since the February meeting. Senator Pauly reported that the System Welfare Committee had met and discussed the proposed sexual harrasment policy and the proposed parking policy. A copy of each policy can be found in the USC System Faculty Senate agenda dated May 5, 1993. Professor Oldhouser reported that the Faculty/Board of Trustees Liaison Committee had not met since the February meeting of the R.C.F.S. Senator Barton reported that the Research and Productive Scholarship Committee had not met since the February meeting of the R.C.F.S.

Senator Logue reported that the Savannah River Review Committee(SRRC) met in March at the Byrnes International Center with Dr. W.H. Kane, Chair, presiding. Dr. PaulHurray(Vice Provost for Research) met with the committee and responded to questions relating to the operating procedures of SCUREF which were included in the February minutes of the R.C.F.S. Comprehensive responses from Judy Bostick(Chief Operating Officer of SCUREF) and Ardis Savory(Associate Vice Provost for Research, and Director of Sponsored Programs & Research) were also reviewed. These documents will be used as a basis for preparation of the annual report of the SRRC to the Columbia Faculty.

Professor Dockery reported that the Insurance and Annuities Committee had not met since the February meeting of the R.C.F.S.

Unfinished Business:

The motion from the February meeting concerning the establishment of a bicameral senate was tabled.

New Business:

Elections for officers and committee representatives took place (Attachment 7).

All three motions presented by the System Affairs Committee passed. There was a discussion concerning the future of the Welfare Committee. The abolishment of the committee was suggested. Professor West said the Executive Committee would take a close look at the committee's charges this summer and requested suggestions for new charges. Senator Castleberry proposed two specific tasks for consideration:

- 1) to work actively and closely with our administration to secure special funding for the adjustment of faculty salaries.....specifically this request is directed toward securing funds for bottom-end adjustments.....something beyond potential regular salary raises.
- 2) to investigate potential insurance benefits available to our faculty.

The Senate passed a resolution commending Senator Washington (Attachment 8).

The Senate adjourned.

Attendance--April 15-16, 1993

EXEC. COMM.:

Carolyn West- Chair
Tandy Willis- Vice-Chair
John Catalano- Secretary
Cleta Dunaway- At Large
Wayne Chilcote- At Large
Rick Boulware- Past Chair

S.A.C.:

Robert C. Costello- USC-Sumter (Chair)
Allen Charles for Steve Buchanan- USC-Union
David Bowden- Lifelong Learning
Robert Castleberry for Steve T. Anderson- USC-Sumter
Stephen T. Bishoff- USC-Sumter
Ben Robertson- USC-Lancaster
Ralph Garris- USC-Lancaster
Jane Upshaw- USC-Beaufort
Roy Darby- USC-Beaufort
Bill Bowers- USC-Salkehatchie
Marvin Light- USC-Salkehatchie

WELFARE:

Salvador Macias- USC-Sumter (Chair) (Absent)
Mary Barton- USC-Union
Nancy Washington- Lifelong Learning
James E. Privett- USC-Sumter (Absent)
John T. Varner- USC-Sumter (Absent)
Noni Bohonak- USC-Lancaster
Susan Pauly- USC-Lancaster
Nora Schukei- USC-Beaufort
Duncan McDowell- USC-Salkehatchie

R & R:

Danny Faulkner- USC-Lancaster (Chair)
Susan Smith for Dan Snow- USC-Union
Jerry Dockery- Lifelong Learning
Charles K. Cook- USC-Sumter (Absent)
Jean E. Gray- USC-Sumter (Absent)
John F. Logue- USC-Sumter
Dianne Evans- USC-Lancaster (Absent)
Bruce Nims- USC-Lancaster
Gordon Haist- USC-Beaufort
Sally LaPoint- USC-Beaufort (Absent)
Bob Group- USC-Salkehatchie
Paul Stone- USC-Salkehatchie

**REPORT OF THE ASSOCIATE VICE PROVOST FOR
REGIONAL CAMPUSES AND CONTINUING EDUCATION**

**REGIONAL CAMPUSES FACULTY SENATE MEETING
APRIL 16, 1993
USC BEAUFORT**

Vice Provost Duffy will be reporting on the other matters of interest and concern to you leaving only to me the matter of the tenure and promotion process for Regional Campuses. You will recall that I also wrote about this at our last meeting in February.

Since writing to you in February, the whole cycle of review of tenure and promotion has moved through the Office of the Vice Provost to the Office of the Provost. During this same time period in which I have prepared this report and in which the Senate is meeting, for the first time in my ten years with the Regional Campuses, our tenure and promotion files are being formally and carefully reviewed by the Office of the Provost. It is my professional and personal judgement that this is an appropriate action due to both the reaccreditation of the Regional Campuses as part of the six campus unit and the reorganization of the Palms' administration resulting in the fact that the Regional Campuses now do report to the Office of the Provost through Vice Provost Duffy. Nevertheless, the actual practice of having our tenure and promotion files, except in the case of grievance, is a departure from our tradition. This initial review has raised a number of questions in the Office of the Provost which are very similar to many that I have raised with my colleagues on the Regional Campuses faculty over the past decade. Particularly this year, a number of our files have been found to be deficient in terms of the presented documentation of teaching effectiveness, especially to support claims of achieving excellence in teaching so as to warrant tenure and/or promotion which is the primary criteria for those actions according to the Regional Campuses Faculty Manual. In my and Vice Provost Duffy's discussions with the Provost's Office, specifically with the Associate Provost, John Olsgaard, what has been particularly striking to the latter have been the following aspects of our procedures:

1. There is enormous disparity between the quality and extent of documentation in the respective files on each campus and between the five Campuses.
2. There is a lack of significant documentation in many of the files for the claim of excellence in teaching.
3. There is a lack of standardized format even within a particular Campus let alone one common to all five.

4. Recommendations from some of the faculty committees currently lack justification for the votes cast. There is inconsistency here amongst the Campuses in this regard. One Campus (Beaufort) forwards individual signed ballots; another Campus, USC Salkehatchie, provides no written justification at all.
5. Ours is a process where we have faculty of one rank voting on faculty of the same rank for promotion to the rank above, an inherent conflict of interest.

In my opinion, we have had in the past a philosophy and practice very different from what I had experienced in Columbia in my previous life. Essentially, our tenure and promotion process is not one that is "paper oriented." The file does not have to stand on its own and speak for itself. We know each other and ours has been a much more informal system where people doing the reviewing know the people being reviewed and the System operates on a basis of trust. In contrast, the Columbia process historically has been a much more formal one in which the faculty members have to demonstrate the deserved actions sought through the quality of documentation in their file. It is assumed that the reviewers at the University level do not know the person being reviewed.

As indicated above, the Provost's Office has raised a number of preliminary questions about the adequacy of the documentation provided in a number of our files that document the claim of excellence in teaching. John Duffy and I have attempted to the best of our abilities to provide additional information to support the actions being sought by our faculty being reviewed. We have worked closely with the assistance of the faculty members whose files have been questioned and with the academic deans on our Campuses. I have also communicated with professors John Logue and Danny Faulkner of the Senate Committee working on the revisions of our tenure and promotion system.

It is my understanding that the Provost's Office will be forwarding eventually to President Palms a number of recommendations for the review and strengthening of the tenure and promotion system of all nine Campuses of the University. Certainly it is the wish of our office to work cooperatively with this process of evaluation and strengthening. Based on my experience with the Regional Campuses over the past decade and most recently in this current review process, I would recommend for consideration by our faculty the following:

1. That a standardized format for the preparation of files be used by all faculty on all five Campuses.
2. That all faculty Tenure and Promotion committee votes be required to justify, in writing, their votes either through a written verbatim tabulation of those votes or

the individual ballots be forwarded to each reviewing level.

3. That all administrators reviewing these files (division chairs, academic deans, and deans of the University) be required to justify, in writing, their particular recommendations.
4. That no untenured faculty members would serve on any Campus and/or University Tenure and Promotion committee.
5. That no faculty member be permitted to vote on a faculty member of equal rank seeking a higher rank.
6. That since the primary criteria for tenure and promotion within the Regional Campuses is excellence in teaching, that each Regional Campus be required to use the same computer-read student course evaluation form. In addition, all Campuses and their subunits should ensure that:
 - a. A standard student course evaluation form is given in all courses taught by instructors below the rank of tenured full professor.
 - b. For application for tenure and/or promotion the division chair and/or academic dean be required to give an analysis of the candidate's teaching evaluation compared to division or campus norms
 - c. Candidates for tenure and/or promotion include a summary of the quantitative record of the student evaluations of each course taught since being hired by the University, or since last promoted.

The above sentiments reflect my thinking only and are strictly advisory in nature. It is apparent to me that we have entered a new era in which we must strengthen the ability that we have to document that we meet the criteria of excellence in teaching.

It certainly seems in order that we commit ourselves for the next few months to a thorough and profound reexamination of how we go about evaluating teaching. I suggest that we move forward to take control of our own destiny here and get our tenure and promotion system more in order.

I believe that the most critical aspect of this review needs to be a reevaluation of how we go about assessing effectiveness of our teaching and documenting that. It also strikes me that a number of our faculty may be extremely vulnerable if they base their case on teaching effectiveness entirely on student evaluations. It is my judgement that at the very best, student evaluations are incomplete

measures of teaching effectiveness, although it is highly important to determine what are our consumers responses to our work. Ideally, I think we need to explore a broad range of alternative assessment techniques such as peer reviews, teaching portfolios, etc. As in all other matters of the tenure and promotion process, there is considerable variation among our Campuses on the state of development and use of such practices as student evaluation, peer review, and teaching portfolios. I believe that we can all learn a great deal from each other to help perfect this process of assessment and documentation.

As part of a major research University, the Campuses have evolved dramatically in professionalism, complexity, and sophistication since our own System was originally developed. I am not persuaded that the current system does you justice or adequately protects the rights of faculty below the rank of tenured full professor to adequately document that they deserve the promotions/tenure actions they seek. I am optimistic that in our tradition and practice of trust, respect, collegiality and shared governance, we can satisfactorily reevaluate and revise our existing procedures and work more effectively as a six Campus System with the office of our new Provost. I look forward to doing just that. Thank you for entertaining my thoughts on this absolutely critical matter.

**System Affairs Committee Report
April 16, 1993
Submitted by Bob Costello**

The committee met Thursday, April and Friday, April 16. The principal activity at our Thursday meeting was to review accomplishments and weaknesses of our current system and its governance. We have generated three motions which we hope will improve the Regional Campuses system, to be considered under new business.

Motion 1 (Attachment 2a) concerns the status of the ad hoc committee to propose a meaningful model for the USC System.

Motion 2 (Attachment 2a) concerns the activity of the System Academic Advisory Committee.

Motion 3 (Attachment 2b) concerns defining the meaning of level I-IV umbrella accreditation.

In addition, we request that the motion to establish a bicameral organization, which we introduced at the previous meeting of this Senate, be thoughtfully considered under old business at this meeting.

Dr. Stephen Bishoff was elected committee chair for 1993-94.

Motion 1

Resolved:

that the ad hoc committee appointed to propose a meaningful model for the USC system including curriculum, governance and inter-campus relations, select its chair effective April 16, 1993, so that a schedule of committee meetings may be established,

and

that the committee provide a written report to the Regional Campuses Faculty Senate at each of its regular meetings.

Motion 2

In order to insure a system-wide faculty voice in defining the nature of the System and to improve communication among the campuses, the Regional Campuses Faculty Senate urges that President Palms activate the System Academic Advisory Committee for the beginning of the Fall 1993 semester.

MOTION 3

A NEW DEFINITION OF THE USC SYSTEM

In January, 1992, the regional campuses of the University of South Carolina received official notification that their accreditation with the Southern Association of Colleges and Schools (SACS) had been reaffirmed. In a letter to Dr. John M. Palms, President, Dr. James T. Rogers, Executive Director of the Commission on Colleges, wrote, "Effective January 1, 1992, the former separately accredited Level 1 institutions will maintain their accreditation through the parent campus - University of South Carolina - Columbia."

The change in accreditation came about because the regional campuses no longer fit the description of Level 1 institutions. The missions of the regional campuses of the USC System have always focused on 4-year degree attainment. They never intended to stop at the two-year level with the awarding of associate degrees. For many years, regional campuses have offered first, second, and third year coursework leading to baccalaureate degrees and; in some instances, coursework applicable to all four years of undergraduate study.

Although baccalaureate degrees continue to be awarded by the Columbia campus and other 4-year System campuses, the regional campuses are now officially authorized by SACS to offer a full complement of upper-division coursework leading to these 4-year degrees. In addition, with the new System accreditation, USC Columbia has been empowered by SACS to offer baccalaureate degrees on any one of its regional campuses at which the University determines there is a demonstrated need that can be met at these locations by the fully qualified, departmentally approved, resident faculty and permanent, on-site academic library and student support services in place.

As of January, 1992, accreditation of the regional campuses of the USC System has been upgraded officially from Level 1 to Level 1-IV "through the parent campus."

End of Statement 3

WELFARE COMMITTEE

Report to the Senate, April 16, 1993
Submitted by Nancy Washington for Sal Macias, Chair

- * 1. Salary study: The committee selected data to be compiled and included with the February Minutes
2. Budget reduction impact on Regional Campuses libraries: Noni Bohonak (Attachment 3a).
3. Faculty Development opportunities: Nancy Washington (Attachment 3b).
- ** 4. Role of the committee.
5. Committee Chair for 1993-94: Nancy Washington will serve until future of committee is decided.

*Updated printouts which include information regarding administrators has been distributed to each committee member for placement in the local campus libraries.

**Committee decided its role needs to be better defined. It is possible the committee needs to have other duties assigned or that it may need to be dissolved.

Effect of Budget Cuts on Regional Campuses Libraries

The effect of the budget cuts on the Regional Campuses libraries differs with each campus, depending on the ability of the campus to locate outside funding as a supplement. However, each library has had to cut or decrease services normally provided for its clients.

USC-Beaufort has adapted somewhat to these cuts but has three areas of concern that may hinder its meeting the needs of the clients it services at its multiple library sites. Certain measures have had to be taken involving book binding and multiple issues of periodicals. Only hard bound books are being ordered to reduce the cost of binding. Periodicals that are needed in multiple copies to allow each library to have a copy have been cut to a single order. The Beaufort library has the current issue of a periodical with previous issues being passed on to other locations. This has resulted in some savings but also has the result of not having a current issue of a periodical available at the other locations. As a further saving measure, USC-Beaufort has not purchased shelving for new books.

USC-Lancaster has taken a major hit with the decrease in funds available to its library and has reacted by cancelling periodicals, limiting new acquisitions of periodicals and books, and decreasing the hours that the library remains open. Some divisions have expressed concerns that the canceling of some publications may affect the

accreditation of the campus. Struggling to make the library up-to-date with the addition of computer technology has resulted in some increase in USCAN access from the library but has resulted in a critical need for a separate dedicated line to Computer Services at USC-Columbia allowing the library to operate at a transfer rate of 9600 bits per second. Inter-library loans have been available to faculty and staff but USC-Lancaster may have to begin limiting the number and charging a fee for going over the limit.

USC-Salkehatchie has a number of problems with funding cuts and has the multiple library problem that USC-Beaufort must cope with. Presently, Journals and indexes must be shared between Allendale and Walterboro. Technology increases are in the planning stage to increase the access to USCAN by the addition of computers. However, the renovation of the proposed library building at Walterboro has been a critical need to provide space needed for students as well as publications. This should be alleviated if movement into the building occurs over the Christmas break as planned. Bar coding preparation has currently slowed down acquisitions, whether purchased or donated, from being catalogued at the present time. Also, a book fund drive has replaced some of the cuts.

USC-Sumter has reacted to the budget cuts by restricting acquisitions to include no purchasing of new journals. However, the new library fund has helped replace the loss of some of the State funding. A grant has allowed

the placement of computers throughout the campus giving more access to USCAN resulting in an increase in access to the library database.

USC-Union has been able to alleviate some of the funding cuts by looking for outside funding from the local sources such as the education commission. A book fund drive has been suggested.

Certainly, the cuts have not resulted in the closing of libraries and a total lack of new acquisitions to the Regional Campuses libraries. However, the long term affect of continued cuts to funding will result in a decline in services to the library clients and a threat to future accreditation. Even if budgets remained the same each year, standing orders for periodicals are steadily increasing in price each year and would result in the cutting of some periodicals. Libraries can not continue without including some binding costs in the budget each year. All libraries have had to decrease or cancel binding as a solution to the lack of funding. The purchasing of microfilm has been either cut or stopped on many campuses.

The USC library system has only recently started to come on-line with other universities by beginning to use modern telecommunications and computer technology. The result of these new techniques allows prompt access to libraries throughout South Carolina and the rest of the United States. Bar coding has been completed on many campuses or is currently being implemented so that the

entire library system will eventually use the on-line circulation system. CD-ROM technology has been implemented to allow access to publication information. This technique is now relied on by both users and library staff and should not be subject to any proposed cuts to CD-ROM purchases.

Faculty, staff, and students have all pulled together to work with the sacrifices necessary during the last year. The cutting of library hours, acquisitions, and services has been kept to a minimum with some inconvenience. However, these have been short-term measures that can't be continued without beginning to affect the Regional Campuses operation. When the libraries are beginning to have trouble meeting the needs of faculty, staff, students, and other members of the university community, the effect will spill over into instruction and other related activities.

**FACULTY DEVELOPMENT OPPORTUNITIES
AVAILABLE TO FACULTY AT THE USC REGIONAL CAMPUSES**

Compiled by the Regional Campuses Welfare Committee:
 Salvador Macias, USC-Sumter (Chair)
 Nora Schukei, USC-Beaufort
 Noni Bohonak, USC-Lancaster
 Susan Pauly, USC-Lancaster
 Nancy Washington, Lifelong Learning
 Duncan McDowell, USC-Salkahatchie
 James E. Privett, USC-Sumter
 John T. Varner, USC-Sumter
 Mary Barton, USC-Union

I. University system opportunities

A. Faculty exchange

USC full-time faculty system-wide are eligible for the Faculty Exchange Program. Faculty from any campus may teach and/or conduct research projects at any other campus. Awards for exchange are competitive and ordinarily faculty members will not be allowed to participate more than once.

Application outlining proposed activities during exchange must be submitted through the appropriate administrative office. Calls for application are distributed each year during the Fall semester.

To receive consideration, a proposal must conform to at least one of the five objectives: to improve understanding of the USC System, to improve faculty opportunities, to provide for system-wide resource sharing, to improve teaching, or to increase opportunities for outreach and service. Proposals are evaluated on the basis of need, merit, value to the University and the faculty member, and availability of resources. (from University Campuses Faculty Resource Manual, 1994, p. 52) Contact: Campus Academic Dean.

B. Research and Productive Scholarship

Faculty from all campuses are eligible for this program which awards funds to support scholarly activities. The grants range from \$300.00 to \$3000.00 and are intended to supplement departmental and campus sources. Contact: Regional Campuses Faculty Senate representative to the system committee.

C. Sponsored Programs and Research (SPAR)

SPAR aids the University faculty and staff throughout the nine-campus system in development of proposals for sponsored projects in such areas as research, education, training, curriculum development, equipment acquisition, public service and, occasionally, institutional and department activities. (from University Campuses Faculty

Resource Manual, 1984, p. 33; for additional information see pp. 33-49.) Contact: SPAR office in Columbia, 777-7093.

D. Carolina Venture Fund

This fund offers support for innovative research projects proposed by system faculty. Guidelines are available from the SPAR office in Columbia, 777-7093.

E. Sabbaticals

Sabbatical leave is intended to allow full-time faculty members relief from normal duties in order to pursue significant projects designed to improve their capabilities as teachers and researchers and hence to increase their future contribution to the mission of the University. It is designed to permit faculty members to achieve educational goals which could be reached, if at all, only over an extended period of time if pursued under the demands of regular University duties. (from the Regional Campuses Faculty Manual, 1992 pp. E-3 and E-4; for additional information see pp. E-4 and E-5.)

F. University 101 Training

Each January and May a week-long training session to prepare instructors to teach University 101 is offered at USC-Columbia. Each session involves faculty, administrators and staff from throughout the system and covers interpersonal skills, teaching techniques, and information about the University.

G. Computer Services Division classes

Classes in the use of various types of computer hardware and software at both beginning and advanced levels are offered for USC faculty and staff members each semester in Columbia.

H. Systemwide conferences

Opportunities such as the Freshman Year Experience Conference and the Adult Learner Conference are offered annually on the USC-Columbia campus. Fee waivers for Regional Campuses faculty are usually offered by the Office of Regional Campuses and Continuing Education.

The systemwide Women's Studies Conference is held in Columbia each year in March. A limited number of scholarships are offered for faculty who are unable to obtain campus funds.

I. Departmental presentations

Various departments on all campuses offer presentations, meetings and colloquia pertaining to their disciplines. Interdisciplinary presentations are offered also. Columbia departments sponsor systemwide meetings. Contact: chairs of the respective departments on each campus.

J. Systemwide grants

The University sometimes receives grants which involve participants from the system campuses. During 1992-94 a grant from the Fund for the Improvement of Post Secondary Education (FIPSE) is providing opportunities for faculty to work with colleagues in their same discipline from the other USC campuses in course-embedded assessment techniques.

K. Research access

The University offers an integrated online public access catalog of library materials called the University of South Carolina Access Network (USCAN). The libraries of the University facilitate interlibrary loan services for faculty both within the system and throughout the state, the nation and the world. Access to INTERNET and BITNET is available through the Computer Services Division in Columbia.

II. Campus specific opportunities

Whenever possible the campuses provide funding for faculty to attend conferences pertaining to their disciplines. Some funds are made available through the office of the Dean and some are provided via the faculty member's departmental administration. Some campuses provide presentations, workshops and programs in specific disciplines, in interdisciplinary areas and in the use of computers. Some campuses offer summer sabbaticals and/or release time for particular research projects.

USC-Salkehatchie has utilized Title III funds to support the following types of activities: conference attendance; local workshops in such areas as critical thinking, computers, writing across the curriculum, developmental education, computers and the curriculum, etc.; training in the use of computers and audio-visual media; release time to develop classroom software; release time to develop an interdisciplinary course; purchase of audio and video cassettes and curriculum books; interviews with curriculum consultants; enrollment in EDHE 770, Principles of College Teaching; support for testing new content areas in University 101.

USC-Sumter offers the Integrated Skills Reinforcement (ISR) Program conducted by Dr. JoAnn Anderson. Through this program, each year about a half dozen faculty participate in weekly meetings to develop study guides. Each faculty member develops a study guide for one course he or she will teach in the following semester. The group continues to meet weekly while the members are using the study guides in their courses. Each faculty participant is given one course of release time for the year.

USC Sumter offers summer sabbaticals. "Faculty members must submit a formal proposal for the summer sabbatical by December 1 of each year. Sabbaticals will be awarded, when available, by January 15 of each year. All sabbaticals will ultimately be awarded by the Dean of USC-Sumter." (from the USC-Sumter Policies and Procedures manual.)

USC-Beaufort had developed a Faculty Development Committee dedicated to encouraging and supporting faculty professional growth and improvement, emphasizing teaching competence. Imbedded in this committee's mission is peer review for the express purpose of enhancing development.

USC-Lancaster has a new fund for faculty/staff development which is being awarded for the first time this spring. The fund was set up to honor Dean John R. Arnold and will be used to help faculty and staff take courses and/or attend workshops.

Report of the Rights and Responsibilities Committee
April 16, 1993
Submitted by Danny Faulkner

John Gardner briefed us and answered questions about the recent actions of the Office of the Provost concerning tenure and promotions.

We approved several revisions to the proposed tenure and promotion guide.

We have three motions (Attachment 4a and 4b) with regard to approval of this guide. All three motions carried.

The tenure and promotion information from the past two years is now available and we are requesting that it be attached to the minutes (Attachment 4c).

Danny Faulkner was re-elected chair.

Motion 1

The Rights and Responsibilities Committee moves that the Tenure and Promotion Procedures of the Regional Campuses Faculty Manual be changed as follows:

1. On page C-4:

Delete the second sentence from the section on organization. The sentence reads, "The committee will provide for assembling, reviewing, and evaluating the data ..."

2. On page C-4:

Add the following one sentence paragraph after the first paragraph under "Procedures."

Each level of formal review (committee and administrative) shall notify the candidate of both its recommendation and justifications for the recommendation."

3. On page C-5:

The first paragraph at the top of the page shall be modified to read, "The committee will then forward the file with its recommendations, a tabulation of the vote, and justification to the Dean of the University and will notify the applicant in writing by December 1.

Motion 2

The Rights and Responsibilities Committee moves that the section of the Regional Campuses Faculty Manual on Tenure and Promotion Procedures be modified as follows:

1. On page C-6:

Paragraphs two and three positioned before "Criteria for Tenure and Promotion" should be changed.

The sentence beginning, "Any applicant dissatisfied ..." should be deleted.

The second sentence in the following paragraph should be changed to: "Applicants who are denied promotion and/or tenure may appeal to the Vice Provost for consideration on specific grounds." (see Appendix F-7).

2. On page F-7 (Appendix):

The section entitled "Grievance Procedure for Denial of Tenure or Promotion," should be modified as follows:

- a. Procedures recorded under present numbers 1 and 2 of this section should be deleted;
- b. The first two sentences of the current number three should be changed to read:

A faculty member may, within seven (7) days of receiving notification of denial of tenure or promotion if he or she believes there are grounds for reconsideration of his or her case, appeal to the Vice Provost. The grounds for reconsideration should be stated in writing.

Motion 3

The Rights and Responsibility Committee moves the adoption of "A Guide to Regional Campuses Tenure and Promotion Procedures, 1993" (Attachment 4b).

A GUIDE TO REGIONAL CAMPUSES TENURE AND PROMOTION PROCEDURES

1993

INTRODUCTION

The Rights and Responsibilities Committee of The Regional Campuses Faculty Senate prepared this guide (patterned after A Guide To USC Columbia Tenure and Promotion Procedures) to provide a description of the tenure and promotion process for the Regional Campuses. Special attention is given to the organization and operation of the Regional Campuses Tenure and Promotion Committee (RCTP) because most faculty members know little about it. Since this guide is a description of procedures for the operation of the tenure and promotion process for the Regional Campuses, it should not be considered a source of authority. In the event of any inconsistency between this document and the tenure and promotion procedures published in The Regional Campuses Faculty Manual and/or duly established criteria as amended from time to time by the Regional Campuses Faculty Senate, the latter authorities represent the official procedures. The Guide uses a simple and direct approach and should be easily understandable. The flow chart (Table 1) provides a convenient over-view of the tenure and promotion process.

The Guide does not deal with the university's grievance procedure. Interested faculty will find that procedure described at length in The Regional Campuses Faculty Manual.

I. ELIGIBILITY FOR TENURE OR PROMOTION

Each year all non-tenured tenure-track faculty and professional librarians may be considered for tenure, and all tenure-track faculty members below the rank of professor may be considered for promotion. (Application, however, should be guided by the time constraints suggested in the Regional Campuses Faculty Manual.)

The Dean, or the Dean's designated academic administrator will write to each eligible faculty member asking if the individual wishes to be considered for tenure or promotion. Each campus will consider and vote on all eligible faculty members except those who, in writing, waive consideration until the following year. Each campus must consider for tenure any faculty member in the penultimate year of a probationary appointment (sixth year for assistant professor and third year for

those appointed at the associate professor level or above).

II. PROCEDURES AT THE LOCAL LEVEL

A. Notification

The dean or the dean's designated academic administrator shall notify each faculty member eligible for promotion or tenure that he or she should file written intent of application for promotion and/or tenure. The notice must be in writing and must be sent at least one month before the candidate's file is to be considered by the campus tenure and promotion committee. This provision is to allow time for the compilation of information for the Tenure and Promotion Process.

B. Files

Each faculty member who wishes to be considered for tenure and/or promotion and all faculty members who have served the maximum probationary period must complete the Tenure and Promotion File Form. Subject to the conditions below, the completed Tenure and Promotion File Form, information requested by the Tenure and Promotion Process and information selected by the applicant to support her or his application shall constitute a Tenure and Promotion File.

1. A promotion and tenure file will be started at the time a faculty member is hired. This file will include hiring dates, rank, penultimate dates for tenure consideration and such review forms as dictated by campus and system policy. The file will be maintained in the office of the campus academic dean.
2. The candidate bears primary responsibility for further additions to the file on which decisions will be based. Documents mandated by campus policy, such as peer review forms, administrative reviews, etc., will be delivered to the academic dean (by the originating authority) for placement in the candidate's file.
3. Files normally should not exceed 25 typed pages excluding documents mandated by campus policy and materials added by the various levels of review. The candidate also may prepare a reference collection of documents (books, other publications, copies of grant proposals, student evaluations, etc.) which will not be duplicated but will accompany the T&P file through the various levels of review. The reference collection of materials will be returned to the candidate at the end of the review process.

4. Each file and/or reference collection should contain the following items when relevant to the criteria and to the candidate under consideration:
 - a) Evaluations and/or evidence of effective teaching performance and/or service as a librarian;
 - b) Evidence of research and/or scholarship in the candidate's academic field which may include a list of publications, papers presented, grant proposals, and the like;
 - c) As appropriate, evidence of creativity or performance in the arts;
 - d) Evidence of professional growth and experience which may include workshops, seminars, consulting, additional coursework, participation in professional societies, participation in interdisciplinary education and research activities and the like;
 - e) Evidence of campus and system activities such as work on department, division, campus and university committees;
 - f) Evidence of community service especially if it relates to the candidate's discipline and reflects well on the university;
 - g) Experience at the University of South Carolina;
 - h) Relevant experience elsewhere;
 - i) External evaluations of a candidate's scholarly or creative achievements and other professional activities received by the candidate, department, division or campus.

5. The file should be arranged in the following order:
(Each section may refer to materials in the reference collection)
 - a) T&P File Form
 - b) Candidate's Personal Statement
 - c) Evidence of Effective Teaching
 - d) Campus and System Activities
 - e) Community Service

- f) Professional Growth and Experience
 - g) Research and/or Scholarship
 - h) Other items noted above (4.)
-
6. Apart from material added by the candidate, only materials from division chairs, associate dean for academic affairs, local tenure and promotion committee, the campus dean, the vice provost, and the RCTP may be added to the file. Except for those items specified in paragraph 10 of this section, the file must be complete by Nov. 1 and before the campus tenure and promotion committee begins to review it.
 7. Neither the candidate nor any other person may bar or remove any document or other evidence (duly filed and permitted by the T&P process) from a file.
 8. No faculty member other than the candidate, unit chair, or dean may require that any document or other evidence be included in the file, but faculty members may cite or quote from any evidence not in the file in their vote justifications or in separate letters to their dean or unit chair. Justifications which accompany individual votes will be recorded and become a part of the file. Letters to deans or unit chairs may also be added or cited by these reviewers.
 9. Letters written by outside reviewers or faculty members in previous years are not automatically included in the file. The candidate or a reviewer may include such a letter in the file but is encouraged to seek the author's permission.
 10. Instruments or mechanisms authorized by the local campus for evaluating a candidate's teaching will be included in the file, such as peer and student evaluations. All such evidence shall be organized in reverse chronological order. The candidate, or a reviewer may include other evidence of teaching effectiveness.
 11. After the campus review process begins, only the following items may be added to the file:
 - a) Campus tenure and promotion vote justifications, and statements from the dean, and other academic administrators which accompany the file to the next steps of the procedure.

- b) The votes and vote justifications of the members of the RCTP.
- c) If referred to in the file, material information arising as a consequence of actions taken prior to the campus vote, for example (i) letters from outside evaluators solicited before but received after the campus review process is initiated; (ii) notification of acceptance of a manuscript referred to in the file; (iii) publication of books or articles which had been accepted prior to initiation of the review process; and (iv) published reviews of a candidate's work which appear after initiation of the review process.
- d) Information received by the RCTP which may not be added to the file under the provisions of paragraph 10 will not be considered by the RCTP in its deliberations.

C. Access to Files

- 1. The university's policy is to provide candidates with the fullest possible access to their files.
- 2. All materials in the file will be accessible to the candidate unless collected by the candidate with a waiver granting confidentiality.
- 3. At or prior to the time that the file is forwarded to the RCTP, the campus committee will notify the candidate of its vote and vote justifications, and administrative officials at the local level will inform the candidate of their recommendations.
- 4. The candidate (unless for tenure consideration in the penultimate year) has the right to remove the file from further consideration at any point in the process. Removal will be accomplished through a written request for non-consideration by the candidate. The request should be forwarded to the level where the file is being actively considered.

D. Voting at the Local Level

- 1. Only tenured members of a campus above the rank of assistant professor may vote on an application for promotion. All tenured faculty may vote on applications for tenure. Faculty holding administrative positions (such as chair, dean, provost or president) which require them to make separate recommendations on a candidate may not vote on those candidates. Emeritus professors may not vote. A faculty member on leave may vote only upon

notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote.

2. Meetings at which candidates are considered for promotion and tenure are closed to everyone except those eligible to vote on the candidate. A local tenure and promotion meeting may, however, by rule or by motion, be opened to anyone the body wishes to be present at the meeting and/or be heard.
3. Tenured faculty of a campus may review a candidate as a committee of the whole or operate through an elected local committee. No local committee will have fewer than five members.
4. Each member of the local tenure and promotion committee shall vote "yes," "no," or "abstain." Absent a special unit rule to the contrary, abstentions shall be recorded but not used in the determination of majority for a favorable recommendation. Each campus may decide what percentage of the vote constitutes a favorable recommendation. Where campus rules do not specify majority, a majority of yes votes among those voting "yes" and "no" shall constitute a favorable recommendation. The result of all votes of the local committee and a tabulation of justifications (non attributed comments of committee members) will be included in the file.
5. A written justification for each ballot cast must be provided by the voting faculty member. The justification may either be recorded on the ballot itself, on a separate form. Justifications need not be signed, but must be clearly identified as justifications and must state how the author voted. All such justifications shall be recorded and included in the file. Any ballot without justification will be voided.
6. After the votes have been recorded and the justifications tabulated, they will be reported to the committee and checked for accuracy. The original ballots and justifications then will be destroyed.

III. PROCEDURES ABOVE THE LOCAL LEVEL

A. Notification of Vote

The chair of the campus committee shall write a letter informing the candidate of

the committee's recommendation. Copies of all materials added to the file by the committee will be provided to the candidate. The file, including the ballots, justifications, and administrative letters (if any), will be forwarded to the dean of the campus. The dean will review the file, add an assessment and recommendation, and forward the file to the vice provost. The dean will notify the candidate, in writing, of his or her recommendation. The vice provost will forward the file to the RCTP.

B. Appeals

Unless governed by local policy, appeals of campus recommendations will be handled in accordance with the "Grievance Procedure for Denial of Tenure or Promotion" located in Appendix III of the Regional Campuses Faculty Manual.

IV. THE REGIONAL CAMPUSES COMMITTEE ON TENURE AND PROMOTIONS

A. Membership

1. The RCTP is composed of twelve tenured associate or full professors. All are elected; two from each campus and two from Lifelong Learning.
2. If a member must vacate a seat, the tenured members of the local campus other than the person to be replaced elect a qualified faculty member to fill the vacancy.
3. No member shall serve for more than three consecutive years.

B. Responsibilities of the RCTP

1. The RCTP interprets tenure and promotion guidelines as a part of its deliberations and in conjunction with the Rights and Responsibilities Committee of the Regional Campuses Faculty Senate publicizes these interpretations to the faculty.
2. The tenured members of each campus formulate and revise their own guidelines and internal procedures for tenure and promotion. Each campus then submits its guidelines and procedures to the Rights and Responsibilities Committee of the Regional Campuses Faculty Senate where they are reviewed for clarity and consistency with The Regional Campuses Faculty Manual. If inconsistencies are

noted by RCTP during their deliberations, the chair will communicate the nature of such inconsistencies to the chair of the Rights and Responsibilities Committee.

3. The RCTP receives from the vice provost all files of faculty and professional librarians being considered for promotion or tenure. The RCTP reviews each file and determines whether it supports the conclusions and recommendations of the campus T&P committees and campus deans. This review includes an examination of decisions to determine consistency with the criteria published in the Manual. In reviewing files the responsibility of the RCTP is two fold:
 - a) To verify that criteria used by campus are consistent with the Manual; and
 - b) To review individual tenure and promotion cases and to recommend to the vice provost for or against tenure and/or promotion.
4. The basis for voting by individual RCTP members is the material in the file presented to the RCTP and the recommendation and justifications of the campus T&P committee and the recommendations and rationale of administrators that accompany it. Members of the RCTP consider only the criteria applicable to the case and are guided by reasonable deference to the votes and rationale of the members of the campus T&P committee, the quality of the material in the file, the quality of the justifications that accompany the votes and administrative recommendations, and the strength of support on the local campus and within the USC system.
5. No person who serves on a campus T&P committee or who is in a supervisory role relative to the candidate, may serve on the RCTP.
6. A Typical RCTP Meeting:
 - a) Before the meeting, the Vice Provost for Regional Campuses and Continuing Education sends the members of the RCTP the files of all candidates who are seeking tenure and/or promotion. Committee members are expected to have read all files thoroughly before the meeting. The vice provost will appoint a temporary chair to call the meeting to order and proceed to the first order of business; electing a chair and secretary for the meeting. After the chair and secretary have been elected, an agenda will be agreed upon by the

committee which usually consists of agreeing on how to review the files. (Though there is no mandatory procedure, the usual order is that files for tenure will be considered first followed by files for assistant professor, associate professor, and professor.)

- b) After review and discussion of each file the chair calls for a vote on the candidate by secret ballot. Each member votes and writes a justification on the ballot which should focus on the six areas of evaluation as outlined in the Regional Campuses Faculty Manual; however, there shall be no limit on the candid expressions of support or non support by a committee member. A majority of those voting "yes" and "no" constitutes the recommendation of the RCTP. Voided ballots and abstentions will be recorded but not used to mathematically compute a majority.
- c) Ballots and justifications will be collected and the ballots counted by the chair. Justifications will be tabulated by the secretary and included on a summary sheet which will be forwarded with the committee's recommendation and vote to the Vice Provost. The tabulation of justifications will be approved by the committee as an accurate record of the thoughts and actions of the committee. The summary sheet also will contain the local tenure and promotion committee's vote, the academic dean's (or other supervisor's) expression of support or non support, and the campus dean's recommendations.
- d) After the summary sheet has been completed and reviewed, the RCTP recommendation/s for each candidate will be placed in the candidate's file. The chair will then send the summary sheet and all the files, to the Office of the Vice Provost for Regional Campuses and Continuing Education.
- e) The procedures, rules, and actions of the committee not related to individual files are a matter of record. All other matters, including file contents, and committee discussion of candidate files, are strictly confidential.

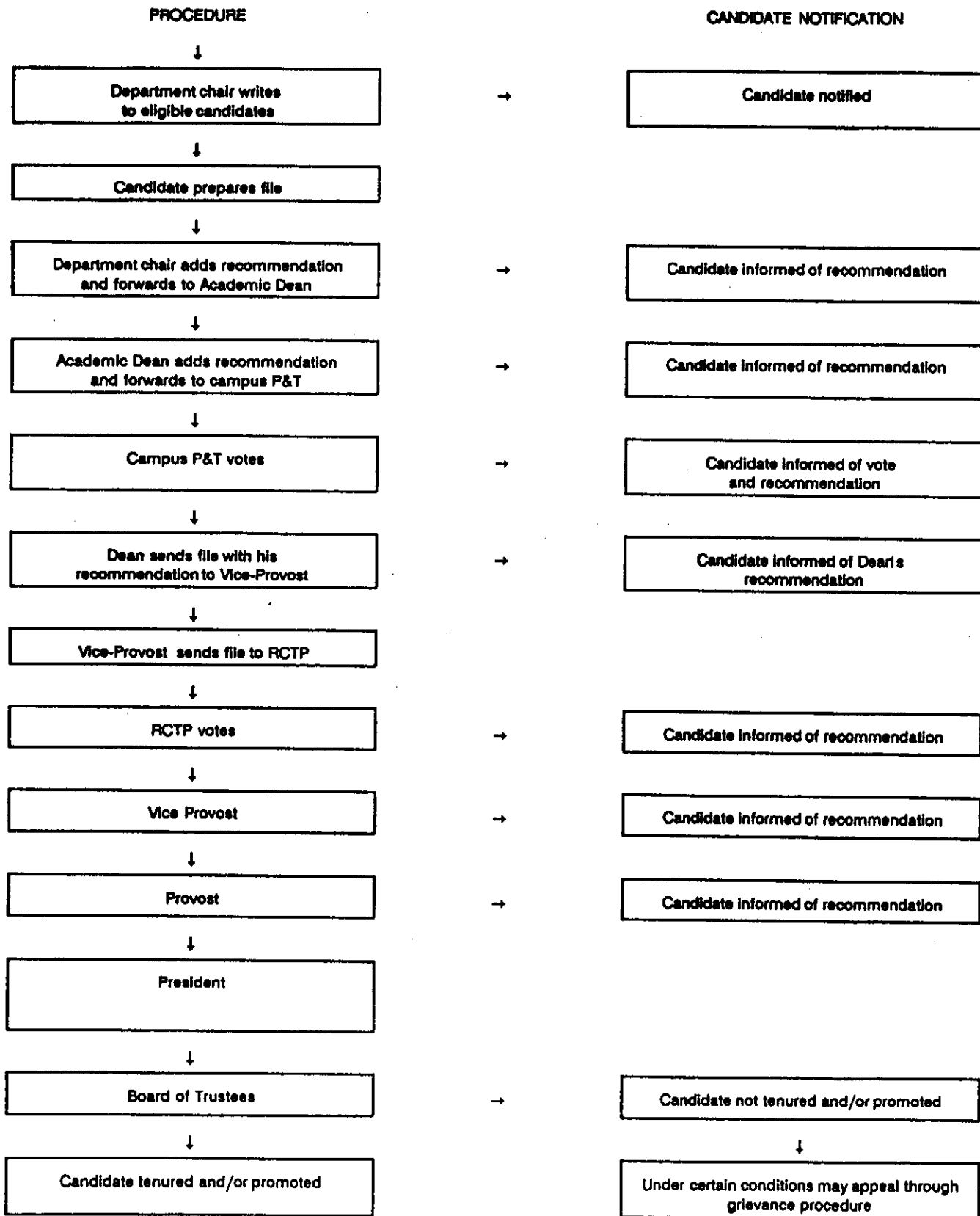
V. PROCEDURES AFTER THE UNIVERSITY COMMITTEE ON TENURE AND PROMOTIONS

The file will be reviewed by the Vice Provost for Regional Campuses and Continuing Education and the Provost. Files will then be forwarded with comments to the President. If, after reviewing a file, the President favors promotion and/or tenure, a recommendation to that effect will be forwarded to the Board of Trustees for final action. The appropriate administrative officer will inform the candidate of the President's decision.

VI. REPORT TO REGIONAL CAMPUSES FACULTY SENATE

After candidates are notified by the Board of Trustees, a report shall be generated by the office of the Vice Provost for Regional Campuses and Continuing Education which is to include the recommendations of each level of review from unit (campus) reviewers up through the Board of Trustees. The report should be presented at the first fall meeting of the Regional Campuses Faculty Senate.

Table 1. Flow chart of Regional Campuses Tenure and Promotion procedure.



APPLIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	SYSTEM ADMIN	YEAR
ASSISTANT	YES	YES	YES	YES	91
ASSISTANT	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	YES (10-1)	YES	91
ASSOCIATE	YES	YES	YES (8-3)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	YES (9-2)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	NO	NO (3-8)	NO	91
ASSOCIATE	YES	YES	NO (5-5-1)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	NO (2-9)	NO	91
ASSOCIATE	YES	YES	NO (0-11)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	NO	NO	NO (3-8)	NO	91
ASSOCIATE	NO	NO	NO (0-11)	NO	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	NO	NO	YES (7-4)	NO	91
ASSOCIATE	NO	NO	NO (2-9)	NO	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	NO	NO (3-8)	YES	91
ASSOCIATE	NO	NO	NO (3-8)	NO	91
ASSOCIATE	NO	NO	NO (3-8)	NO	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	NO	NO	YES (7-4)	NO	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	NO	NO	NO (4-7)	NO	91
ASSOCIATE	NO	NO	NO (1-9-1)	NO	91
ASSOCIATE	YES	YES	YES (11-0)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES	NO	YES	YES	91
ASSOCIATE	YES	YES	YES (10-0-1)	YES	91
ASSOCIATE	YES	YES	YES	YES	91
ASSOCIATE	YES (10-0)	YES	YES (12-0)	YES	91
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (8-4)	YES	92
ASSOCIATE	YES	YES	YES (7-5)	YES	92
ASSOCIATE	YES	YES	YES (9-3)	YES	92
ASSOCIATE	YES (3-0)	NO	NO (3-9)	NO	92
ASSOCIATE	YES (18-4-1)	YES	YES (12-0)	YES	92
ASSOCIATE	YES (13-12)	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	NO (0-4-2)	NEUTRAL	YES (11-1)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	NO (4-5)	NO	YES (10-2)	YES	92
ASSOCIATE	NO (1-4-1)	NO	NO (0-12)	NO	92
ASSOCIATE	NO (1-2)	NO	YES (7-5)	NO	92
ASSOCIATE	YES (5-4)	YES	YES (11-1)	YES	92
ASSOCIATE	YES (5-4)	NO	NO (2-10)	NO	92
ASSOCIATE	YES (5-4)	NO	TIE (6-6)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	YES (12-0)	YES	92
ASSOCIATE	YES	YES	NO (5-7)	NO	92
ASSOCIATE	YES	YES	NO (5-7)	NO	92
ASSOCIATE				DEFACTO	92

APPLIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	SYSTEM ADMIN
ASSISTANT	YES	YES	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES (10-1)	YES
ASSOCIATE	YES	YES	YES (8-3)	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES (9-2)	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	NO	NO (3-8)	NO
ASSOCIATE	YES	YES	NO (5-5-1)	YES
ASSOCIATE	YES (10-0)	YES	YES	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (8-4)	YES
ASSOCIATE	YES	YES	YES (7-5)	YES
ASSOCIATE	YES	YES	YES (9-3)	YES
ASSOCIATE	YES (3-0)	NO	NO (3-9)	NO
ASSOCIATE	YES (18-4-1)	YES	YES (12-0)	YES
ASSOCIATE	YES (13-12)	YES	YES (12-0)	YES
PROFESSOR	YES	YES	NO (2-9)	NO
PROFESSOR	YES	YES	NO (0-11)	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (0-11)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO	NO	NO (2-9)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	NO	NO (3-8)	YES
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	NO (0-4-2)	NEUTRAL	YES (11-1)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	NO (4-5)	NO	YES (10-2)	YES
PROFESSOR	NO (1-4-1)	NO	NO (0-12)	NO
PROFESSOR	NO (1-2)	NO	YES (7-5)	NO
PROFESSOR	YES (5-4)	YES	YES (11-1)	YES
PROFESSOR	YES (5-4)	NO	NO (2-10)	NO
PROFESSOR	YES (5-4)	NO	TIE (6-6)	YES
TENURE	NO	NO	NO (4-7)	NO
TENURE	NO	NO	NO (1-9-1)	NO
TENURE	YES	YES	YES (11-0)	YES
TENURE	YES	YES	YES	YES
TENURE	YES	NO	YES	YES
TENURE	YES	YES	YES (10-0-1)	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	NO (5-7)	NO
TENURE	YES	YES	NO (5-7)	NO
TENURE				DEFACTO

APPLIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	ASSOC. PROV DEFACTO
TENURE				
PROFESSOR	NO	NO	NO (0-11)	NO
PROFESSOR	NO (1-4-1)	NO	NO (0-12)	NO
TENURE	NO	NO	NO (1-9-1)	NO
PROFESSOR	YES (5-4)	NO	NO (2-10)	NO
PROFESSOR	NO	NO	NO (2-9)	NO
PROFESSOR	YES	YES	NO (2-9)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
ASSOCIATE	YES	NO	NO (3-8)	NO
ASSOCIATE	YES (3-0)	NO	NO (3-9)	NO
TENURE	NO	NO	NO (4-7)	NO
TENURE	YES	YES	NO (5-7)	NO
TENURE	YES	YES	NO (5-7)	NO
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO (1-2)	NO	YES (7-5)	NO
PROFESSOR	YES	YES	NO (0-11)	YES
PROFESSOR	YES	NO	NO (3-8)	YES
ASSOCIATE	YES	YES	NO (5-5-1)	YES
PROFESSOR	YES (5-4)	NO	TIE (6-6)	YES
TENURE	YES	NO	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES (10-0-1)	YES
ASSOCIATE	YES	YES	YES (10-1)	YES
PROFESSOR	NO (4-5)	NO	YES (10-2)	YES
TENURE	YES	YES	YES (11-0)	YES
PROFESSOR	NO (0-4-2)	NEUTRAL	YES (11-1)	YES
PROFESSOR	YES (5-4)	YES	YES (11-1)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES (10-0)	YES	YES (12-0)	YES
ASSOCIATE	YES (13-12)	YES	YES (12-0)	YES
ASSOCIATE	YES (18-4-1)	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (7-5)	YES
ASSOCIATE	YES	YES	YES (8-3)	YES
ASSOCIATE	YES	YES	YES (8-4)	YES
ASSOCIATE	YES	YES	YES (9-2)	YES
ASSOCIATE	YES	YES	YES (9-3)	YES

**RCFS
Executive Committee
Meeting: April 2, 1993**

**Cleta Dunaway has replaced Mike Schoen on Executive Committee
Reports from University Officers:**

1. Dr. Duffy:
 - a) discussed the T & P process and announced that he had supported all of the System Committee's T & P decisions
 - b) discussed the CHE's two year study committee's progress
 - c) expressed displeasure concerning the delays in having his offices moved
2. Professor Gardner:
 - a) mentioned the ongoing deans' searches
 - b) clarified his views on overload compensation and discussed new paperwork procedures
 - c) discussed assessment and admission standards
 - d) expressed his view that the T & P process has problems

The Committee then made plans for the April meeting, discussed Standing Committee responsibilities, year-end reports, T & P procedures, and received a report from the Nominating Committee.

In response to a question from Catalano, Dr. Duffy said he would work to provide a written budget for the RCFS

Meeting: April 16, 1993

The Committee met to discuss perceived problems with the T & P process. Most of the discussion centered around actions by the Office of the Provost.

The Committee also discussed responsibilities and possible charges of the Welfare Committee.

Faculty Libraries Committee**Meeting: February 26, 1993****1. Chairs report:**

- a. The budget allocation report was in the agenda for the March Senate meeting.
- b. Dr. Scott had responded to the Faculty Advisory Committee inquiry about serials cuts and interdisciplinary serials; there clearly remained considerable faculty uncertainty about the serials review process and the cuts. Prof. Heider asked that Dr. Scott's response be circulated to the committee. The committee advises that lists of cut titles and current subscriptions be circulated to departments, and Dr. Young indicated this would be done.

2. Vice-Provost's and other Administrative Reports:

- a. Dr. Terry reported on the recent CHE expert review of the state's academic libraries.
- b. Dr. Terry circulated the Libraries & Collections future plan, noting that the reallocation priorities target automation, preservation, collection development, and a development officer. Discussion also covered need for targeted funds in collection development, inflation needs in the materials budget, payment of student assistants, and ongoing costs of technological enhancements.

The committee again requested Dr. Scott to write to the Futures Committee, conveying (i) the committee's judgement that projected staff reductions in the futures plan will curtail library services, (ii) the needs in the materials budget (inflation, new journals, targeted enhancement), (iii) space needs, (iv) the operating, not just investment, costs of information technology--in short, to reiterate the need for reallocation of university-wide 12% cuts to the libraries' operating and materials budgets.

c. The committee took up Dr. Young's revenue enhancement plan from the February meeting. While reaffirming the committee's long-term policy that library fines and charges should be used only to improve library services, not regarded as basic revenue sources, the committee considered the specific proposals acceptable.

3. Undergraduate Library Services:

Mr. McNally, assistant director for public services, circulated a memo on priorities and plans in the division, which covers circulation services, reference services, government documents and microforms, and bibliographic resources.

In response to questions, Mr. McNally indicated that last year's plan to relocate ILL, the reserve collection, and the newspaper room, were going ahead; it was unclear to what extent the committee's previous comments had modified these plans, and the committee reiterated its concern about the ineffectiveness of the current reserve program.

The Nominating Committee, Regional Campuses Faculty Senate, chaired by Tandy Willis, nominated the following slate of candidates.

I. Executive Committee (must be chosen from Senate delegations):

A. Vice-Chair	(Lancaster)	John Catalano
B. Secretary	(Salkehatchie)	Wayne Chilcote
C. At-Large	(Lifelong Learning)	Cleta Dunaway
D. At-Large	(Beaufort)	Ellen Chamberlain

II. Special Committees

A. Faculty/Board of Trustees Liaison	Deborah Cureton	Lancaster
B. Library (3 year term)	Bruce Nims	Lancaster
C. Research and Productive Scholarship	Tye Johnson	Salkehatchie

Senator Costello nominated Kay Oldhauser to the Faculty/Board of Trustees Liaison Committee. The Senate elected all of the candidates nominated by the nominating committee.



USC BEAUFORT
THE UNIVERSITY OF SOUTH CAROLINA SYSTEM

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Beaufort, SC 29902-4602
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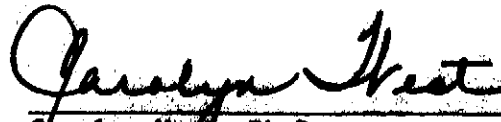
Suite 300, Kinawah Bldg.
10 Office Park Road
Hilton Head Island, SC 29928
803-785-3995

RESOLUTION

The Regional Campuses Faculty Senate extends sincere appreciation to Professor Nancy Washington for her dedicated service in writing the history of the Regional Campus Faculty Senate for the 25th anniversary of this body.

Professor Washington's expenditure of time and energy for this endeavor represents a generous contribution and high level of service to the Regional Campuses and to the University as a whole.

Passed unanimously this
sixteenth day of April 1993



Carolyn West, Ph.D.
Chair, Regional Campuses
Faculty Senate, 1992/1993

**THE UNIVERSITY OF SOUTH CAROLINA
REGIONAL CAMPUSES FACULTY SENATE MINUTES
USC BEAUFORT
APRIL 16, 1993**

MORNING SESSION

The meeting was called to order by Chairperson Carolyn West. Professor Boulware expressed welcome and appreciation to Dean Plyler and Marie Lipton for the dinner, coffee, and hospitality. Professor West thanked USC-Beaufort for the hospitality.

Chairperson West welcomed the honorable Helen Harvey, a member of the USC Board of Trustees. Mrs. Harvey thanked the R.C.F.S. for inviting her. She commended the faculty for being the backbone of the USC system. She noted that the Board of Trustees was responsible for hiring the president of the University, as well as the treasurer, and secretary to the Board. She stated that the Academic Affairs Committee reviews T&P recommendations as they are presented to the committee and then the full Board acts on the recommendations of the committee. Mrs. Harvey said that she was very supportive of the campus system and that she expects the University to stay an eight or nine campus system for a long time. She said that she would be happy to answer any questions about the Board or about any policy.

Senator Costello of USC-Sumter asked Mrs. Harvey to elaborate on the future of the USC system. She replied that she would like to see each campus serve to the best of its ability by being allowed to grow, to develop its curriculum, to raise money for educational foundations, etc. Mrs. Harvey stated that the C.H.E. was probably the biggest concern of the system and that the C.H.E. would have the greatest effect on what happens to various campuses. Chairperson West asked how relations could be improved with the C.H.E. Mrs. Harvey replied that close contact with the C.H.E. was needed, not only the regional legislators and the regional commissioners of higher education. They should be invited frequently to the campuses so that they can see what is being done. Senator Garris of USC-Lancaster stated that the system needs to keep up with dates of service of commissioners and try to get USC friends appointed to the C.H.E. Mrs. Harvey said that we wait until we have a divisive issue to ask the C.H.E. for help instead of selling the good things that we are doing. Senator Chamberlain of USC-Beaufort said that she appreciates the strong statement that the Board of Trustees has made on the USC system and asked about the views of Dr. Palms on the system. Mrs. Harvey said that Dr. Palms has changed his approach from last year. He had spent a lot of time visiting the campuses mainly because of

Coastal's advocacy of leaving the system. She was convinced that Dr. Palms is very supportive of all campuses. Dr. Duffy stated that Dr. Palms has always supported regional campuses. Professor Dockery of Lifelong Learning asked why the costs of Coastal Carolina going independent had not been made known. Mrs. Harvey said that the Board made the decision to let Coastal leave if they could convince the legislature to do it.

Senator Bishoff of USC-Sumter stated that participatory management is not evident from top administrators in the University. Mrs. Harvey stated that the faculty needs to let the administration know of concerns but some things need to be coordinated from the top. Senator Bishoff said that there was a lack of seeking input before decisions were made. Concerning returned T & P files, Dr. Duffy said that questions came from an Associate Provost who looked at the written files. The outcome was that the two cases were very close calls. The Provost has the right and obligation to look at the files. Dr. Duffy said that if we are indeed a part of Columbia then we have to realize that there are review processes.

Professor Boulware thanked Mrs. Harvey for coming. He stated that USC-Beaufort yearns for a dialogue and a rapport with the administration in Columbia. They need to communicate with the faculty on all campuses. Mrs. Harvey replied that Columbia was the main campus and the location of administration but that some Columbia departments feel isolated also. She said that Dr. Palms visited the campuses in the last two years but could not continue to do so on a regular basis because it was time consuming. Professor West again thanked Mrs. Harvey for attending.

Nominating Committee

Tandy Willis from the Nominating Committee was absent so Chairperson West reported. The Nominating Committee met on April 2, 1993 and the following slate of officers is to be presented:

Chair of R.C.F.S.- Tandy Willis

Secretary of R.C.F.S.- Wayne Chilcote

Vice Chair and Chair Elect- John Catalano

Members at Large- Ellen Chamberlain and Clela Dunaway

University Library Committee- Bruce Nims

USC Board of Trustees/Faculty Liaison Committee- Deborah Cureton

Research and Productive Scholarship- Tye Johnson

The Senate broke into committees until lunch.

Afternoon Session

The minutes of the February 19, 1993 meeting at USC-Columbia were approved with the following corrections:

1. The word "appropriations" on page 1, line 6, of paragraph 2 was corrected
2. Attachment #15 was missing a section which was added

Reports from University Officers:

Vice Provost & Executive Dean for Regional Campuses & Continuing Education

Dr. Duffy reported that the budget outlook for next year is not very encouraging. Higher Education is down about 30 million dollars. Dr. Duffy said that the date of the move to Carolina Plaza is still uncertain. The searches for the deans at Sumter and Union are ongoing with over 90 applications at Union and over 120 applications at Sumter. Both decisions should be made by the end of the fiscal year. The C.H.E. is still studying the "Two Year Campus" Systems and they are to issue a report sometime this year prior to the next legislative session.

Associate Vice Provost for Regional Campuses & Continuing Education

Professor Gardner's report was distributed (See Attachment 1). An extensive discussion of the tenure and promotion process followed. Debate centered around the question of how each applicant could demonstrate "excellence in teaching". Professor Gardner announced that he would constitute a committee to look at the T & P process on our campuses this summer in hopes of answering many of the concerns raised by this year's process. He emphasized that he intended to ask representatives from the faculty as well as the academic deans to work jointly on this important task. Senator Darby was suggested as one of the likely faculty representatives since he chaired USC-Beaufort's committee which recently dealt with those issues.

Reports from the Deans of the Regional Campuses:

The Deans or their representatives updated the Senate on events concerning their respective campuses.

Reports from Standing Committees:

System Affairs: submitted by Senator Costello (Attachment 2)

Welfare: submitted by Senator Washington for Senator Macias (Attachment3)

R & R: submitted by Senator Faulkner (Attachment 4)

Report from the Executive Committee:

Submitted by Professor Catalano (Attachment 5)

Reports from Special Committees:

Professor Catalano reported from the University Library Committee (Attachment 6). Senator Castleberry reported that the University Committee on Curriculum and Courses had not met since the February meeting. Senator Pauly reported that the System Welfare Committee had met and discussed the proposed sexual harrassment policy and the proposed parking policy. A copy of each policy can be found in the USC System Faculty Senate agenda dated May 5, 1993. Professor Oldhouser reported that the Faculty/Board of Trustees Liaison Committee had not met since the February meeting of the R.C.F.S. Senator Barton reported that the Research and Productive Scholarship Committee had not met since the February meeting of the R.C.F.S.

Senator Logue reported that the Savannah River Review Committee(SRRC) met in March at the Byrnes International Center with Dr. W.H. Kane, Chair, presiding. Dr. PaulHurray(Vice Provost for Research) met with the committee and responded to questions relating to the operating procedures of SCUREF which were included in the February minutes of the R.C.F.S. Comprehensive responses from Judy Bostick(Chief Operating Officer of SCUREF) and Ardis Savory(Associate Vice Provost for Research,and Director of Sponsored Programs & Research) were also reviewed. These documents will be used as a basis for preparation of the annual report of the SRRC to the Columbia Faculty.

Professor Dockery reported that the Insurance and Annuities Committee had not met since the February meeting of the R.C.F.S.

Unfinished Business:

The motion from the February meeting concerning the establishment of a bicameral senate was tabled.

New Business:

Elections for officers and committee representatives took place (Attachment 7).

All three motions presented by the System Affairs Committee passed. There was a discussion concerning the future of the Welfare Committee. The abolishment of the committee was suggested. Professor West said the Executive Committee would take a close look at the committee's charges this summer and requested suggestions for new charges. Senator Castleberry proposed two specific tasks for consideration:

- 1) to work actively and closely with our administration to secure special funding for the adjustment of faculty salaries.....specifically this request is directed toward securing funds for bottom-end adjustments.....something beyond potential regular salary raises.
- 2) to investigate potential insurance benefits available to our faculty.

The Senate passed a resolution commending Senator Washington (Attachment 8).

The Senate adjourned.

Attendance--April 15-16, 1993

EXEC. COMM.:

Carolyn West- Chair
Tandy Willis- Vice-Chair
John Catalano- Secretary
Cleta Dunaway- At Large
Wayne Chilcote- At Large
Rick Boulware- Past Chair

S.A.C.:

Robert C. Costello- USC-Sumter (Chair)
Allen Charles for Steve Buchanan- USC-Union
David Bowden- Lifelong Learning
Robert Castleberry for Steve T. Anderson- USC-Sumter
Stephen T. Bishoff- USC-Sumter
Ben Robertson- USC-Lancaster
Ralph Garris- USC-Lancaster
Jane Upshaw- USC-Beaufort
Roy Darby- USC-Beaufort
Bill Bowers- USC-Salkehatchie
Marvin Light- USC-Salkehatchie

WELFARE:

Salvador Macias- USC-Sumter (Chair) (Absent)
Mary Barton- USC-Union
Nancy Washington- Lifelong Learning
James E. Privett- USC-Sumter (Absent)
John T. Varner- USC-Sumter (Absent)
Noni Bohonak- USC-Lancaster
Susan Pauly- USC-Lancaster
Nora Schukei- USC-Beaufort
Duncan McDowell- USC-Salkehatchie

R & R:

Danny Faulkner- USC-Lancaster (Chair)
Susan Smith for Dan Snow- USC-Union
Jerry Dockery- Lifelong Learning
Charles K. Cook- USC-Sumter (Absent)
Jean E. Gray- USC-Sumter (Absent)
John F. Logue- USC-Sumter
Dianne Evans- USC-Lancaster (Absent)
Bruce Nims- USC-Lancaster
Gordon Haist- USC-Beaufort
Sally LaPoint- USC-Beaufort (Absent)
Bob Group- USC-Salkehatchie
Paul Stone- USC-Salkehatchie

**REPORT OF THE ASSOCIATE VICE PROVOST FOR
REGIONAL CAMPUSES AND CONTINUING EDUCATION**

**REGIONAL CAMPUSES FACULTY SENATE MEETING
APRIL 16, 1993
USC BEAUFORT**

Vice Provost Duffy will be reporting on the other matters of interest and concern to you leaving only to me the matter of the tenure and promotion process for Regional Campuses. You will recall that I also wrote about this at our last meeting in February.

Since writing to you in February, the whole cycle of review of tenure and promotion has moved through the Office of the Vice Provost to the Office of the Provost. During this same time period in which I have prepared this report and in which the Senate is meeting, for the first time in my ten years with the Regional Campuses, our tenure and promotion files are being formally and carefully reviewed by the Office of the Provost. It is my professional and personal judgement that this is an appropriate action due to both the reaccreditation of the Regional Campuses as part of the six campus unit and the reorganization of the Palms' administration resulting in the fact that the Regional Campuses now do report to the Office of the Provost through Vice Provost Duffy. Nevertheless, the actual practice of having our tenure and promotion files, except in the case of grievance, is a departure from our tradition. This initial review has raised a number of questions in the Office of the Provost which are very similar to many that I have raised with my colleagues on the Regional Campuses faculty over the past decade. Particularly this year, a number of our files have been found to be deficient in terms of the presented documentation of teaching effectiveness, especially to support claims of achieving excellence in teaching so as to warrant tenure and/or promotion which is the primary criteria for those actions according to the Regional Campuses Faculty Manual. In my and Vice Provost Duffy's discussions with the Provost's Office, specifically with the Associate Provost, John Olsgaard, what has been particularly striking to the latter have been the following aspects of our procedures:

1. There is enormous disparity between the quality and extent of documentation in the respective files on each campus and between the five Campuses.
2. There is a lack of significant documentation in many of the files for the claim of excellence in teaching.
3. There is a lack of standardized format even within a particular Campus let alone one common to all five.

4. Recommendations from some of the faculty committees currently lack justification for the votes cast. There is inconsistency here amongst the Campuses in this regard. One Campus (Beaufort) forwards individual signed ballots; another Campus, USC Salkehatchie, provides no written justification at all.
5. Ours is a process where we have faculty of one rank voting on faculty of the same rank for promotion to the rank above, an inherent conflict of interest.

In my opinion, we have had in the past a philosophy and practice very different from what I had experienced in Columbia in my previous life. Essentially, our tenure and promotion process is not one that is "paper oriented." The file does not have to stand on its own and speak for itself. We know each other and ours has been a much more informal system where people doing the reviewing know the people being reviewed and the System operates on a basis of trust. In contrast, the Columbia process historically has been a much more formal one in which the faculty members have to demonstrate the deserved actions sought through the quality of documentation in their file. It is assumed that the reviewers at the University level do not know the person being reviewed.

As indicated above, the Provost's Office has raised a number of preliminary questions about the adequacy of the documentation provided in a number of our files that document the claim of excellence in teaching. John Duffy and I have attempted to the best of our abilities to provide additional information to support the actions being sought by our faculty being reviewed. We have worked closely with the assistance of the faculty members whose files have been questioned and with the academic deans on our Campuses. I have also communicated with professors John Logue and Danny Faulkner of the Senate Committee working on the revisions of our tenure and promotion system.

It is my understanding that the Provost's Office will be forwarding eventually to President Palms a number of recommendations for the review and strengthening of the tenure and promotion system of all nine Campuses of the University. Certainly it is the wish of our office to work cooperatively with this process of evaluation and strengthening. Based on my experience with the Regional Campuses over the past decade and most recently in this current review process, I would recommend for consideration by our faculty the following:

1. That a standardized format for the preparation of files be used by all faculty on all five Campuses.
2. That all faculty Tenure and Promotion committee votes be required to justify, in writing, their votes either through a written verbatim tabulation of those votes or

the individual ballots be forwarded to each reviewing level.

3. That all administrators reviewing these files (division chairs, academic deans, and deans of the University) be required to justify, in writing, their particular recommendations.
4. That no untenured faculty members would serve on any Campus and/or University Tenure and Promotion committee.
5. That no faculty member be permitted to vote on a faculty member of equal rank seeking a higher rank.
6. That since the primary criteria for tenure and promotion within the Regional Campuses is excellence in teaching, that each Regional Campus be required to use the same computer-read student course evaluation form. In addition, all Campuses and their subunits should ensure that:
 - a. A standard student course evaluation form is given in all courses taught by instructors below the rank of tenured full professor.
 - b. For application for tenure and/or promotion the division chair and/or academic dean be required to give an analysis of the candidate's teaching evaluation compared to division or campus norms
 - c. Candidates for tenure and/or promotion include a summary of the quantitative record of the student evaluations of each course taught since being hired by the University, or since last promoted.

The above sentiments reflect my thinking only and are strictly advisory in nature. It is apparent to me that we have entered a new era in which we must strengthen the ability that we have to document that we meet the criteria of excellence in teaching.

It certainly seems in order that we commit ourselves for the next few months to a thorough and profound reexamination of how we go about evaluating teaching. I suggest that we move forward to take control of our own destiny here and get our tenure and promotion system more in order.

I believe that the most critical aspect of this review needs to be a reevaluation of how we go about assessing effectiveness of our teaching and documenting that. It also strikes me that a number of our faculty may be extremely vulnerable if they base their case on teaching effectiveness entirely on student evaluations. It is my judgement that at the very best, student evaluations are incomplete

measures of teaching effectiveness, although it is highly important to determine what are our consumers responses to our work. Ideally, I think we need to explore a broad range of alternative assessment techniques such as peer reviews, teaching portfolios, etc. As in all other matters of the tenure and promotion process, there is considerable variation among our Campuses on the state of development and use of such practices as student evaluation, peer review, and teaching portfolios. I believe that we can all learn a great deal from each other to help perfect this process of assessment and documentation.

As part of a major research University, the Campuses have evolved dramatically in professionalism, complexity, and sophistication since our own System was originally developed. I am not persuaded that the current system does you justice or adequately protects the rights of faculty below the rank of tenured full professor to adequately document that they deserve the promotions/tenure actions they seek. I am optimistic that in our tradition and practice of trust, respect, collegiality and shared governance, we can satisfactorily reevaluate and revise our existing procedures and work more effectively as a six Campus System with the office of our new Provost. I look forward to doing just that. Thank you for entertaining my thoughts on this absolutely critical matter.

System Affairs Committee Report
April 16, 1993
Submitted by Bob Costello

The committee met Thursday, April and Friday, April 16. The principal activity at our Thursday meeting was to review accomplishments and weaknesses of our current system and its governance. We have generated three motions which we hope will improve the Regional Campuses system, to be considered under new business.

Motion 1 (Attachment 2a) concerns the status of the ad hoc committee to propose a meaningful model for the USC System.

Motion 2 (Attachment 2a) concerns the activity of the System Academic Advisory Committee.

Motion 3 (Attachment 2b) concerns defining the meaning of level I-IV umbrella accreditation.

In addition, we request that the motion to establish a bicameral organization, which we introduced at the previous meeting of this Senate, be thoughtfully considered under old business at this meeting.

Dr. Stephen Bishoff was elected committee chair for 1993-94.

Motion 1

Resolved:

that the ad hoc committee appointed to propose a meaningful model for the USC system including curriculum, governance and inter-campus relations, select its chair effective April 16, 1993, so that a schedule of committee meetings may be established,

and

that the committee provide a written report to the Regional Campuses Faculty Senate at each of its regular meetings.

Motion 2

In order to insure a system-wide faculty voice in defining the nature of the System and to improve communication among the campuses, the Regional Campuses Faculty Senate urges that President Palms activate the System Academic Advisory Committee for the beginning of the Fall 1993 semester.

MOTION 3

A NEW DEFINITION OF THE USC SYSTEM

In January, 1992, the regional campuses of the University of South Carolina received official notification that their accreditation with the Southern Association of Colleges and Schools (SACS) had been reaffirmed. In a letter to Dr. John M. Palms, President, Dr. James T. Rogers, Executive Director of the Commission on Colleges, wrote, "Effective January 1, 1992, the former separately accredited Level 1 institutions will maintain their accreditation through the parent campus - University of South Carolina - Columbia."

The change in accreditation came about because the regional campuses no longer fit the description of Level 1 institutions. The missions of the regional campuses of the USC System have always focused on 4-year degree attainment. They never intended to stop at the two-year level with the awarding of associate degrees. For many years, regional campuses have offered first, second, and third year coursework leading to baccalaureate degrees and; in some instances, coursework applicable to all four years of undergraduate study.

Although baccalaureate degrees continue to be awarded by the Columbia campus and other 4-year System campuses, the regional campuses are now officially authorized by SACS to offer a full complement of upper-division coursework leading to these 4-year degrees. In addition, with the new System accreditation, USC Columbia has been empowered by SACS to offer baccalaureate degrees on any one of its regional campuses at which the University determines there is a demonstrated need that can be met at these locations by the fully qualified, departmentally approved, resident faculty and permanent, on-site academic library and student support services in place.

As of January, 1992, accreditation of the regional campuses of the USC System has been upgraded officially from Level 1 to Level 1-IV "through the parent campus."

End of Statement

WELFARE COMMITTEE

Report to the Senate, April 16, 1993
Submitted by Nancy Washington for Sal Macias, Chair

- * 1. Salary study: The committee selected data to be compiled and included with the February Minutes
2. Budget reduction impact on Regional Campuses libraries: Noni Bohonak (Attachment 3a).
3. Faculty Development opportunities: Nancy Washington (Attachment 3b).
- ** 4. Role of the committee.
5. Committee Chair for 1993-94: Nancy Washington will serve until future of committee is decided.

*Updated printouts which include information regarding administrators has been distributed to each committee member for placement in the local campus libraries.

**Committee decided its role needs to be better defined. It is possible the committee needs to have other duties assigned or that it may need to be dissolved.

Effect of Budget Cuts on Regional Campuses Libraries

The effect of the budget cuts on the Regional Campuses libraries differs with each campus, depending on the ability of the campus to locate outside funding as a supplement. However, each library has had to cut or decrease services normally provided for its clients.

USC-Beaufort has adapted somewhat to these cuts but has three areas of concern that may hinder its meeting the needs of the clients it services at its multiple library sites. Certain measures have had to be taken involving book binding and multiple issues of periodicals. Only hard bound books are being ordered to reduce the cost of binding. Periodicals that are needed in multiple copies to allow each library to have a copy have been cut to a single order. The Beaufort library has the current issue of a periodical with previous issues being passed on to other locations. This has resulted in some savings but also has the result of not having a current issue of a periodical available at the other locations. As a further saving measure, USC-Beaufort has not purchased shelving for new books.

USC-Lancaster has taken a major hit with the decrease in funds available to its library and has reacted by cancelling periodicals, limiting new acquisitions of periodicals and books, and decreasing the hours that the library remains open. Some divisions have expressed concerns that the canceling of some publications may affect the

accreditation of the campus. Struggling to make the library up-to-date with the addition of computer technology has resulted in some increase in USCAN access from the library but has resulted in a critical need for a separate dedicated line to Computer Services at USC-Columbia allowing the library to operate at a transfer rate of 9600 bits per second. Inter-library loans have been available to faculty and staff but USC-Lancaster may have to begin limiting the number and charging a fee for going over the limit.

USC-Salkehatchie has a number of problems with funding cuts and has the multiple library problem that USC-Beaufort must cope with. Presently, Journals and indexes must be shared between Allendale and Walterboro. Technology increases are in the planning stage to increase the access to USCAN by the addition of computers. However, the renovation of the proposed library building at Walterboro has been a critical need to provide space needed for students as well as publications. This should be alleviated if movement into the building occurs over the Christmas break as planned. Bar coding preparation has currently slowed down acquisitions, whether purchased or donated, from being catalogued at the present time. Also, a book fund drive has replaced some of the cuts.

USC-Sumter has reacted to the budget cuts by restricting acquisitions to include no purchasing of new journals. However, the new library fund has helped replace the loss of some of the State funding. A grant has allowed

the placement of computers throughout the campus giving more access to USCAN resulting in an increase in access to the library database.

USC-Union has been able to alleviate some of the funding cuts by looking for outside funding from the local sources such as the education commission. A book fund drive has been suggested.

Certainly, the cuts have not resulted in the closing of libraries and a total lack of new acquisitions to the Regional Campuses libraries. However, the long term affect of continued cuts to funding will result in a decline in services to the library clients and a threat to future accreditation. Even if budgets remained the same each year, standing orders for periodicals are steadily increasing in price each year and would result in the cutting of some periodicals. Libraries can not continue without including some binding costs in the budget each year. All libraries have had to decrease or cancel binding as a solution to the lack of funding. The purchasing of microfilm has been either cut or stopped on many campuses.

The USC library system has only recently started to come on-line with other universities by beginning to use modern telecommunications and computer technology. The result of these new techniques allows prompt access to libraries throughout South Carolina and the rest of the United States. Bar coding has been completed on many campuses or is currently being implemented so that the

entire library system will eventually use the on-line circulation system. CD-ROM technology has been implemented to allow access to publication information. This technique is now relied on by both users and library staff and should not be subject to any proposed cuts to CD-ROM purchases.

Faculty, staff, and students have all pulled together to work with the sacrifices necessary during the last year. The cutting of library hours, acquisitions, and services has been kept to a minimum with some inconvenience. However, these have been short-term measures that can't be continued without beginning to affect the Regional Campuses operation. When the libraries are beginning to have trouble meeting the needs of faculty, staff, students, and other members of the university community, the effect will spill over into instruction and other related activities.

FACULTY DEVELOPMENT OPPORTUNITIES
AVAILABLE TO FACULTY AT THE USC REGIONAL CAMPUSES

Compiled by the Regional Campuses Welfare Committee:

Salvador Macias, USC-Sumter (Chair)
Nora Schukei, USC-Beaufort
Noni Bohonak, USC-Lancaster
Susan Pauly, USC-Lancaster
Nancy Washington, Lifelong Learning
Duncan McDowell, USC-Salkehatchie
James E. Privett, USC-Sumter
John T. Vanner, USC-Sumter
Mary Barton, USC-Union

I. University system opportunities

A. Faculty exchange

USC full-time faculty system-wide are eligible for the Faculty Exchange Program. Faculty from any campus may teach and/or conduct research projects at any other campus. Awards for exchange are competitive and ordinarily faculty members will not be allowed to participate more than once.

Application outlining proposed activities during exchange must be submitted through the appropriate administrative office. Calls for application are distributed each year during the Fall semester.

To receive consideration, a proposal must conform to at least one of the five objectives: to improve understanding of the USC System, to improve faculty opportunities, to provide for system-wide resource sharing, to improve teaching, or to increase opportunities for outreach and service. Proposals are evaluated on the basis of need, merit, value to the University and the faculty member, and availability of resources. (from University Campuses Faculty Resource Manual, 1984, p. 52) Contact: Campus Academic Dean.

B. Research and Productive Scholarship

Faculty from all campuses are eligible for this program which awards funds to support scholarly activities. The grants range from \$300.00 to \$3000.00 and are intended to supplement departmental and campus sources. Contact: Regional Campuses Faculty Senate representative to the system committee.

C. Sponsored Programs and Research (SPAR)

SPAR aids the University faculty and staff throughout the nine-campus system in development of proposals for sponsored projects in such areas as research, education, training, curriculum development, equipment acquisition, public service and, occasionally, institutional and department activities. (from University Campuses Faculty

Resource Manual, 1984, p. 33; for additional information see pp. 33-49.) Contact: SPAR office in Columbia, 777-7093.

D. Carolina Venture Fund

This fund offers support for innovative research projects proposed by system faculty. Guidelines are available from the SPAR office in Columbia, 777-7093.

E. Sabbaticals

Sabbatical leave is intended to allow full-time faculty members relief from normal duties in order to pursue significant projects designed to improve their capabilities as teachers and researchers and hence to increase their future contribution to the mission of the University. It is designed to permit faculty members to achieve educational goals which could be reached, if at all, only over an extended period of time if pursued under the demands of regular University duties. (from the Regional Campuses Faculty Manual, 1992 pp. E-3 and E-4; for additional information see pp. E-4 and E-5.)

F. University 101 Training

Each January and May a week-long training session to prepare instructors to teach University 101 is offered at USC-Columbia. Each session involves faculty, administrators and staff from throughout the system and covers interpersonal skills, teaching techniques, and information about the University.

G. Computer Services Division classes

Classes in the use of various types of computer hardware and software at both beginning and advanced levels are offered for USC faculty and staff members each semester in Columbia.

H. Systemwide conferences

Opportunities such as the Freshman Year Experience Conference and the Adult Learner Conference are offered annually on the USC-Columbia campus. Fee waivers for Regional Campuses faculty are usually offered by the Office of Regional Campuses and Continuing Education.

The systemwide Women's Studies Conference is held in Columbia each year in March. A limited number of scholarships are offered for faculty who are unable to obtain campus funds.

I. Departmental presentations

Various departments on all campuses offer presentations, meetings and colloquia pertaining to their disciplines. Interdisciplinary presentations are offered also. Columbia departments sponsor systemwide meetings. Contact: chairs of the respective departments on each campus.

J. Systemwide grants

The University sometimes receives grants which involve participants from the system campuses. During 1992-94 a grant from the Fund for the Improvement of Post Secondary Education (FIPSE) is providing opportunities for faculty to work with colleagues in their same discipline from the other USC campuses in course-embedded assessment techniques.

K. Research access

The University offers an integrated online public access catalog of library materials called the University of South Carolina Access Network (USCAN). The libraries of the University facilitate interlibrary loan services for faculty both within the system and throughout the state, the nation and the world. Access to INTERNET and BITNET is available through the Computer Services Division in Columbia.

II. Campus specific opportunities

Whenever possible the campuses provide funding for faculty to attend conferences pertaining to their disciplines. Some funds are made available through the office of the Dean and some are provided via the faculty member's departmental administration. Some campuses provide presentations, workshops and programs in specific disciplines, in interdisciplinary areas and in the use of computers. Some campuses offer summer sabbaticals and/or release time for particular research projects.

USC-Salkehatchie has utilized Title III funds to support the following types of activities: conference attendance; local workshops in such areas as critical thinking, computers, writing across the curriculum, developmental education, computers and the curriculum, etc.; training in the use of computers and audio-visual media; release time to develop classroom software; release time to develop an interdisciplinary course; purchase of audio and video cassettes and curriculum books; interviews with curriculum consultants; enrollment in EDHE 770, Principles of College Teaching; support for testing new content areas in University 101.

USC-Sumter offers the Integrated Skills Reinforcement (ISR) Program conducted by Dr. JoAnn Anderson. Through this program, each year about a half dozen faculty participate in weekly meetings to develop study guides. Each faculty member develops a study guide for one course he or she will teach in the following semester. The group continues to meet weekly while the members are using the study guides in their courses. Each faculty participant is given one course of release time for the year.

USC Sumter offers summer sabbaticals. "Faculty members must submit a formal proposal for the summer sabbatical by December 1 of each year. Sabbaticals will be awarded, when available, by January 15 of each year. All sabbaticals will ultimately be awarded by the Dean of USC-Sumter." (from the USC-Sumter Policies and Procedures manual.)

USC-Beaufort had developed a Faculty Development Committee dedicated to encouraging and supporting faculty professional growth and improvement, emphasizing teaching competence. Imbedded in this committee's mission is peer review for the express purpose of enhancing development.

USC-Lancaster has a new fund for faculty/staff development which is being awarded for the first time this spring. The fund was set up to honor Dean John R. Arnold and will be used to help faculty and staff take courses and/or attend workshops.

Report of the Rights and Responsibilities Committee
April 16, 1993
Submitted by Danny Faulkner

John Gardner briefed us and answered questions about the recent actions of the Office of the Provost concerning tenure and promotions.

We approved several revisions to the proposed tenure and promotion guide.

We have three motions (Attachment 4a and 4b) with regard to approval of this guide. All three motions carried.

The tenure and promotion information from the past two years is now available and we are requesting that it be attached to the minutes (Attachment 4c).

Danny Faulkner was re-elected chair.

Motion 1

The Rights and Responsibilities Committee moves that the Tenure and Promotion Procedures of the Regional Campuses Faculty Manual be changed as follows:

1. On page C-4:

Delete the second sentence from the section on organization. The sentence reads, "The committee will provide for assembling, reviewing, and evaluating the data ..."

2. On page C-4:

Add the following one sentence paragraph after the first paragraph under "Procedures."

Each level of formal review (committee and administrative) shall notify the candidate of both its recommendation and justifications for the recommendation."

3. On page C-5:

The first paragraph at the top of the page shall be modified to read, "The committee will then forward the file with its recommendations, a tabulation of the vote, and justification to the Dean of the University and will notify the applicant in writing by December 1.

Motion 2

The Rights and Responsibilities Committee moves that the section of the Regional Campuses Faculty Manual on Tenure and Promotion Procedures be modified as follows:

1. On page C-6:

Paragraphs two and three positioned before "Criteria for Tenure and Promotion" should be changed.

The sentence beginning, "Any applicant dissatisfied ..." should be deleted.

The second sentence in the following paragraph should be changed to: "Applicants who are denied promotion and/or tenure may appeal to the Vice Provost for consideration on specific grounds." (see Appendix F-7).

2. On page F-7 (Appendix):

The section entitled "Grievance Procedure for Denial of Tenure or Promotion, " should be modified as follows:

- a. Procedures recorded under present numbers 1 and 2 of this section should be deleted;
- b. The first two sentences of the current number three should be changed to read:

A faculty member may, within seven (7) days of receiving notification of denial of tenure or promotion if he or she believes there are grounds for reconsideration of his or her case, appeal to the Vice Provost. The grounds for reconsideration should be stated in writing.

Motion 3

The Rights and Responsibility Committee moves the adoption of "A Guide to Regional Campuses Tenure and Promotion Procedures, 1993" (Attachment 4b).

A GUIDE TO REGIONAL CAMPUSES TENURE AND PROMOTION PROCEDURES

1993

INTRODUCTION

The Rights and Responsibilities Committee of The Regional Campuses Faculty Senate prepared this guide (patterned after A Guide To USC Columbia Tenure and Promotion Procedures) to provide a description of the tenure and promotion process for the Regional Campuses. Special attention is given to the organization and operation of the Regional Campuses Tenure and Promotion Committee (RCTP) because most faculty members know little about it. Since this guide is a description of procedures for the operation of the tenure and promotion process for the Regional Campuses, it should not be considered a source of authority. In the event of any inconsistency between this document and the tenure and promotion procedures published in The Regional Campuses Faculty Manual and/or duly established criteria as amended from time to time by the Regional Campuses Faculty Senate, the latter authorities represent the official procedures. The Guide uses a simple and direct approach and should be easily understandable. The flow chart (Table 1) provides a convenient over-view of the tenure and promotion process.

The Guide does not deal with the university's grievance procedure. Interested faculty will find that procedure described at length in The Regional Campuses Faculty Manual.

I. ELIGIBILITY FOR TENURE OR PROMOTION

Each year all non-tenured tenure-track faculty and professional librarians may be considered for tenure, and all tenure-track faculty members below the rank of professor may be considered for promotion. (Application, however, should be guided by the time constraints suggested in the Regional Campuses Faculty Manual.)

The Dean, or the Dean's designated academic administrator will write to each eligible faculty member asking if the individual wishes to be considered for tenure or promotion. Each campus will consider and vote on all eligible faculty members except those who, in writing, waive consideration until the following year. Each campus must consider for tenure any faculty member in the penultimate year of a probationary appointment (sixth year for assistant professor and third year for

those appointed at the associate professor level or above).

II. PROCEDURES AT THE LOCAL LEVEL

A. Notification

The dean or the dean's designated academic administrator shall notify each faculty member eligible for promotion or tenure that he or she should file written intent of application for promotion and/or tenure. The notice must be in writing and must be sent at least one month before the candidate's file is to be considered by the campus tenure and promotion committee. This provision is to allow time for the compilation of information for the Tenure and Promotion Process.

B. Files

Each faculty member who wishes to be considered for tenure and/or promotion and all faculty members who have served the maximum probationary period must complete the Tenure and Promotion File Form. Subject to the conditions below, the completed Tenure and Promotion File Form, information requested by the Tenure and Promotion Process and information selected by the applicant to support her or his application shall constitute a Tenure and Promotion File.

1. A promotion and tenure file will be started at the time a faculty member is hired. This file will include hiring dates, rank, penultimate dates for tenure consideration and such review forms as dictated by campus and system policy. The file will be maintained in the office of the campus academic dean.
2. The candidate bears primary responsibility for further additions to the file on which decisions will be based. Documents mandated by campus policy, such as peer review forms, administrative reviews, etc., will be delivered to the academic dean (by the originating authority) for placement in the candidate's file.
3. Files normally should not exceed 25 typed pages excluding documents mandated by campus policy and materials added by the various levels of review. The candidate also may prepare a reference collection of documents (books, other publications, copies of grant proposals, student evaluations, etc.) which will not be duplicated but will accompany the T&P file through the various levels of review. The reference collection of materials will be returned to the candidate at the end of the review process.

4. Each file and/or reference collection should contain the following items when relevant to the criteria and to the candidate under consideration:
 - a) Evaluations and/or evidence of effective teaching performance and/or service as a librarian;
 - b) Evidence of research and/or scholarship in the candidate's academic field which may include a list of publications, papers presented, grant proposals, and the like;
 - c) As appropriate, evidence of creativity or performance in the arts;
 - d) Evidence of professional growth and experience which may include workshops, seminars, consulting, additional coursework, participation in professional societies, participation in interdisciplinary education and research activities and the like;
 - e) Evidence of campus and system activities such as work on department, division, campus and university committees;
 - f) Evidence of community service especially if it relates to the candidate's discipline and reflects well on the university;
 - g) Experience at the University of South Carolina;
 - h) Relevant experience elsewhere;
 - i) External evaluations of a candidate's scholarly or creative achievements and other professional activities received by the candidate, department, division or campus.

5. The file should be arranged in the following order:
(Each section may refer to materials in the reference collection)
 - a) T&P File Form
 - b) Candidate's Personal Statement
 - c) Evidence of Effective Teaching
 - d) Campus and System Activities
 - e) Community Service

- f) Professional Growth and Experience
 - g) Research and/or Scholarship
 - h) Other items noted above (4.)
6. Apart from material added by the candidate, only materials from division chairs, associate dean for academic affairs, local tenure and promotion committee, the campus dean, the vice provost, and the RCTP may be added to the file. Except for those items specified in paragraph 10 of this section, the file must be complete by Nov. 1 and before the campus tenure and promotion committee begins to review it.
 7. Neither the candidate nor any other person may bar or remove any document or other evidence (duly filed and permitted by the T&P process) from a file.
 8. No faculty member other than the candidate, unit chair, or dean may require that any document or other evidence be included in the file, but faculty members may cite or quote from any evidence not in the file in their vote justifications or in separate letters to their dean or unit chair. Justifications which accompany individual votes will be recorded and become a part of the file. Letters to deans or unit chairs may also be added or cited by these reviewers.
 9. Letters written by outside reviewers or faculty members in previous years are not automatically included in the file. The candidate or a reviewer may include such a letter in the file but is encouraged to seek the author's permission.
 10. Instruments or mechanisms authorized by the local campus for evaluating a candidate's teaching will be included in the file, such as peer and student evaluations. All such evidence shall be organized in reverse chronological order. The candidate, or a reviewer may include other evidence of teaching effectiveness.
 11. After the campus review process begins, only the following items may be added to the file:
 - a) Campus tenure and promotion vote justifications, and statements from the dean, and other academic administrators which accompany the file to the next steps of the procedure.

- b) The votes and vote justifications of the members of the RCTP.
- c) If referred to in the file, material information arising as a consequence of actions taken prior to the campus vote, for example (i) letters from outside evaluators solicited before but received after the campus review process is initiated; (ii) notification of acceptance of a manuscript referred to in the file; (iii) publication of books or articles which had been accepted prior to initiation of the review process; and (iv) published reviews of a candidate's work which appear after initiation of the review process.
- d) Information received by the RCTP which may not be added to the file under the provisions of paragraph 10 will not be considered by the RCTP in its deliberations.

C. Access to Files

1. The university's policy is to provide candidates with the fullest possible access to their files.
2. All materials in the file will be accessible to the candidate unless collected by the candidate with a waiver granting confidentiality.
3. At or prior to the time that the file is forwarded to the RCTP, the campus committee will notify the candidate of its vote and vote justifications, and administrative officials at the local level will inform the candidate of their recommendations.
4. The candidate (unless for tenure consideration in the penultimate year) has the right to remove the file from further consideration at any point in the process. Removal will be accomplished through a written request for non-consideration by the candidate. The request should be forwarded to the level where the file is being actively considered.

D. Voting at the Local Level

1. Only tenured members of a campus above the rank of assistant professor may vote on an application for promotion. All tenured faculty may vote on applications for tenure. Faculty holding administrative positions (such as chair, dean, provost or president) which require them to make separate recommendations on a candidate may not vote on those candidates. Emeritus professors may not vote. A faculty member on leave may vote only upon

notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote.

2. Meetings at which candidates are considered for promotion and tenure are closed to everyone except those eligible to vote on the candidate. A local tenure and promotion meeting may, however, by rule or by motion, be opened to anyone the body wishes to be present at the meeting and/or be heard.
3. Tenured faculty of a campus may review a candidate as a committee of the whole or operate through an elected local committee. No local committee will have fewer than five members.
4. Each member of the local tenure and promotion committee shall vote "yes," "no," or "abstain." Absent a special unit rule to the contrary, abstentions shall be recorded but not used in the determination of majority for a favorable recommendation. Each campus may decide what percentage of the vote constitutes a favorable recommendation. Where campus rules do not specify majority, a majority of yes votes among those voting "yes" and "no" shall constitute a favorable recommendation. The result of all votes of the local committee and a tabulation of justifications (non attributed comments of committee members) will be included in the file.
5. A written justification for each ballot cast must be provided by the voting faculty member. The justification may either be recorded on the ballot itself, on a separate form. Justifications need not be signed, but must be clearly identified as justifications and must state how the author voted. All such justifications shall be recorded and included in the file. Any ballot without justification will be voided.
6. After the votes have been recorded and the justifications tabulated, they will be reported to the committee and checked for accuracy. The original ballots and justifications then will be destroyed.

III. PROCEDURES ABOVE THE LOCAL LEVEL

A. Notification of Vote

The chair of the campus committee shall write a letter informing the candidate of

the committee's recommendation. Copies of all materials added to the file by the committee will be provided to the candidate. The file, including the ballots, justifications, and administrative letters (if any), will be forwarded to the dean of the campus. The dean will review the file, add an assessment and recommendation, and forward the file to the vice provost. The dean will notify the candidate, in writing, of his or her recommendation. The vice provost will forward the file to the RCTP.

B. Appeals

Unless governed by local policy, appeals of campus recommendations will be handled in accordance with the "Grievance Procedure for Denial of Tenure or Promotion" located in Appendix III of the Regional Campuses Faculty Manual.

IV. THE REGIONAL CAMPUSES COMMITTEE ON TENURE AND PROMOTIONS

A. Membership

1. The RCTP is composed of twelve tenured associate or full professors. All are elected; two from each campus and two from Lifelong Learning.
2. If a member must vacate a seat, the tenured members of the local campus other than the person to be replaced elect a qualified faculty member to fill the vacancy.
3. No member shall serve for more than three consecutive years.

B. Responsibilities of the RCTP

1. The RCTP interprets tenure and promotion guidelines as a part of its deliberations and in conjunction with the Rights and Responsibilities Committee of the Regional Campuses Faculty Senate publicizes these interpretations to the faculty.
2. The tenured members of each campus formulate and revise their own guidelines and internal procedures for tenure and promotion. Each campus then submits its guidelines and procedures to the Rights and Responsibilities Committee of the Regional Campuses Faculty Senate where they are reviewed for clarity and consistency with The Regional Campuses Faculty Manual. If inconsistencies are

noted by RCTP during their deliberations, the chair will communicate the nature of such inconsistencies to the chair of the Rights and Responsibilities Committee.

3. The RCTP receives from the vice provost all files of faculty and professional librarians being considered for promotion or tenure. The RCTP reviews each file and determines whether it supports the conclusions and recommendations of the campus T&P committees and campus deans. This review includes an examination of decisions to determine consistency with the criteria published in the Manual. In reviewing files the responsibility of the RCTP is two fold:
 - a) To verify that criteria used by campus are consistent with the Manual; and
 - b) To review individual tenure and promotion cases and to recommend to the vice provost for or against tenure and/or promotion.
4. The basis for voting by individual RCTP members is the material in the file presented to the RCTP and the recommendation and justifications of the campus T&P committee and the recommendations and rationale of administrators that accompany it. Members of the RCTP consider only the criteria applicable to the case and are guided by reasonable deference to the votes and rationale of the members of the campus T&P committee, the quality of the material in the file, the quality of the justifications that accompany the votes and administrative recommendations, and the strength of support on the local campus and within the USC system.
5. No person who serves on a campus T&P committee or who is in a supervisory role relative to the candidate, may serve on the RCTP.
6. A Typical RCTP Meeting:
 - a) Before the meeting, the Vice Provost for Regional Campuses and Continuing Education sends the members of the RCTP the files of all candidates who are seeking tenure and/or promotion. Committee members are expected to have read all files thoroughly before the meeting. The vice provost will appoint a temporary chair to call the meeting to order and proceed to the first order of business; electing a chair and secretary for the meeting. After the chair and secretary have been elected, an agenda will be agreed upon by the

committee which usually consists of agreeing on how to review the files. (Though there is no mandatory procedure, the usual order is that files for tenure will be considered first followed by files for assistant professor, associate professor, and professor.)

- b) After review and discussion of each file the chair calls for a vote on the candidate by secret ballot. Each member votes and writes a justification on the ballot which should focus on the six areas of evaluation as outlined in the Regional Campuses Faculty Manual; however, there shall be no limit on the candid expressions of support or non support by a committee member. A majority of those voting "yes" and "no" constitutes the recommendation of the RCTP. Voided ballots and abstentions will be recorded but not used to mathematically compute a majority.
- c) Ballots and justifications will be collected and the ballots counted by the chair. Justifications will be tabulated by the secretary and included on a summary sheet which will be forwarded with the committee's recommendation and vote to the Vice Provost. The tabulation of justifications will be approved by the committee as an accurate record of the thoughts and actions of the committee. The summary sheet also will contain the local tenure and promotion committee's vote, the academic dean's (or other supervisor's) expression of support or non support, and the campus dean's recommendations.
- d) After the summary sheet has been completed and reviewed, the RCTP recommendation/s for each candidate will be placed in the candidate's file. The chair will then send the summary sheet and all the files, to the Office of the Vice Provost for Regional Campuses and Continuing Education.
- e) The procedures, rules, and actions of the committee not related to individual files are a matter of record. All other matters, including file contents, and committee discussion of candidate files, are strictly confidential.

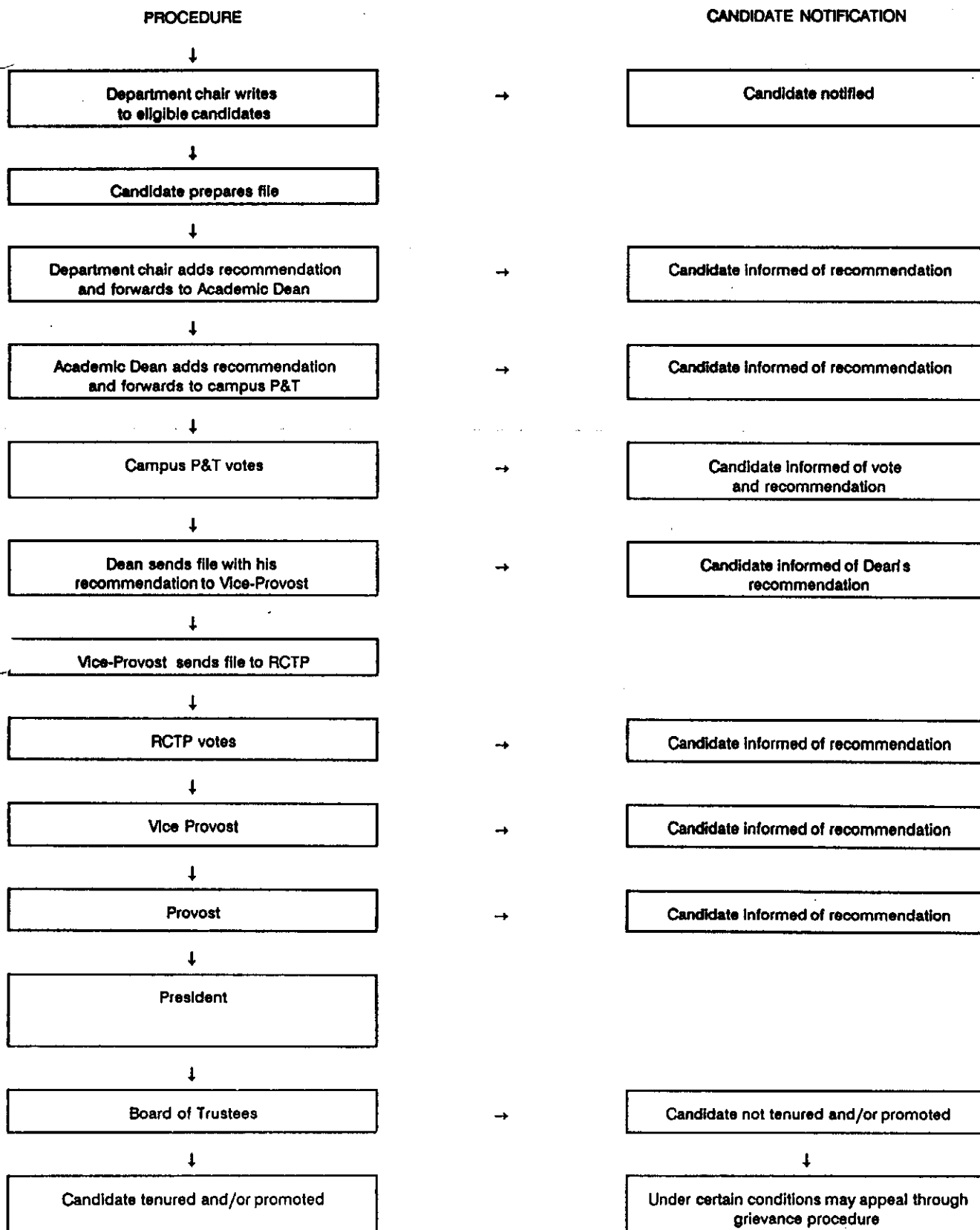
V. PROCEDURES AFTER THE UNIVERSITY COMMITTEE ON TENURE AND PROMOTIONS

The file will be reviewed by the Vice Provost for Regional Campuses and Continuing Education and the Provost. Files will then be forwarded with comments to the President. If, after reviewing a file, the President favors promotion and/or tenure, a recommendation to that effect will be forwarded to the Board of Trustees for final action. The appropriate administrative officer will inform the candidate of the President's decision.

VI. REPORT TO REGIONAL CAMPUSES FACULTY SENATE

After candidates are notified by the Board of Trustees, a report shall be generated by the office of the Vice Provost for Regional Campuses and Continuing Education which is to include the recommendations of each level of review from unit (campus) reviewers up through the Board of Trustees. The report should be presented at the first fall meeting of the Regional Campuses Faculty Senate.

Table 1. Flow chart of Regional Campuses Tenure and Promotion procedure.



LIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	SYSTEM ADMIN	YEAR
ISTANT	YES	YES	YES	YES	91
ISTANT	YES	YES	YES	YES	91
OCIATE	YES	YES	YES	YES	91
OCIATE	YES	YES	YES	YES	91
OCIATE	YES	YES	YES (10-1)	YES	91
OCIATE	YES	YES	YES (8-3)	YES	91
OCIATE	YES	YES	YES	YES	91
OCIATE	YES	YES	YES (9-2)	YES	91
OCIATE	YES	YES	YES	YES	91
OCIATE	YES	NO	NO (3-8)	NO	91
OCIATE	YES	YES	NO (5-5-1)	YES	91
OCIATE	YES	YES	YES	YES	91
FESSOR	YES	YES	NO (2-9)	NO	91
FESSOR	YES	YES	NO (0-11)	YES	91
FESSOR	YES	YES	YES	YES	91
FESSOR	NO	NO	NO (3-8)	NO	91
FESSOR	NO	NO	NO (0-11)	NO	91
FESSOR	YES	YES	YES	YES	91
FESSOR	NO	NO	YES (7-4)	NO	91
FESSOR	NO	NO	NO (2-9)	NO	91
FESSOR	YES	YES	YES	YES	91
FESSOR	YES	NO	NO (3-8)	YES	91
FESSOR	NO	NO	NO (3-8)	NO	91
FESSOR	NO	NO	NO (3-8)	NO	91
FESSOR	YES	YES	YES	YES	91
FESSOR	NO	NO	YES (7-4)	NO	91
FESSOR	YES	YES	YES	YES	91
FESSOR	YES	YES	YES	YES	91
JRE	NO	NO	NO (4-7)	NO	91
JRE	NO	NO	NO (1-9-1)	NO	91
JRE	YES	YES	YES (11-0)	YES	91
JRE	YES	YES	YES	YES	91
JRE	YES	NO	YES	YES	91
JRE	YES	YES	YES (10-0-1)	YES	91
JRE	YES	YES	YES	YES	91
OCIATE	YES (10-0)	YES	YES (12-0)	YES	92
OCIATE	YES	YES	YES (12-0)	YES	92
OCIATE	YES	YES	YES (12-0)	YES	92
OCIATE	YES	YES	YES (8-4)	YES	92
OCIATE	YES	YES	YES (7-5)	YES	92
OCIATE	YES	YES	YES (9-3)	YES	92
OCIATE	YES (3-0)	NO	NO (3-9)	NO	92
OCIATE	YES (18-4-1)	YES	YES (12-0)	YES	92
OCIATE	YES (13-12)	YES	YES (12-0)	YES	92
ESSOR	YES	YES	YES (12-0)	YES	92
ESSOR	NO (0-4-2)	NEUTRAL	YES (11-1)	YES	92
ESSOR	YES	YES	YES (12-0)	YES	92
ESSOR	NO (4-5)	NO	YES (10-2)	YES	92
ESSOR	NO (1-4-1)	NO	NO (0-12)	NO	92
ESSOR	NO (1-2)	NO	YES (7-5)	NO	92
ESSOR	YES (5-4)	YES	YES (11-1)	YES	92
ESSOR	YES (5-4)	NO	NO (2-10)	NO	92
ESSOR	YES (5-4)	NO	TIE (6-6)	YES	92
RE	YES	YES	YES (12-0)	YES	92
RE	YES	YES	YES (12-0)	YES	92
RE	YES	YES	YES (12-0)	YES	92
RE	YES	YES	YES (12-0)	YES	92
RE	YES	YES	NO (5-7)	NO	92
RE	YES	YES	NO (5-7)	NO	92
RE				DEFACTO	92

APPLIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	SYSTEM ADMIN
ASSISTANT	YES	YES	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES (10-1)	YES
ASSOCIATE	YES	YES	YES (8-3)	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES (9-2)	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	NO	NO (3-8)	NO
ASSOCIATE	YES	YES	NO (5-5-1)	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES (10-0)	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (8-4)	YES
ASSOCIATE	YES	YES	YES (7-5)	YES
ASSOCIATE	YES	YES	YES (9-3)	YES
ASSOCIATE	YES (3-0)	NO	NO (3-9)	NO
ASSOCIATE	YES (18-4-1)	YES	YES (12-0)	YES
ASSOCIATE	YES (13-12)	YES	YES (12-0)	YES
PROFESSOR	YES	YES	NO (2-9)	NO
PROFESSOR	YES	YES	NO (0-11)	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (0-11)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO	NO	NO (2-9)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	NO	NO (3-8)	YES
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	NO (0-4-2)	NEUTRAL	YES (11-1)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	NO (4-5)	NO	YES (10-2)	YES
PROFESSOR	NO (1-4-1)	NO	NO (0-12)	NO
PROFESSOR	NO (1-2)	NO	YES (7-5)	NO
PROFESSOR	YES (5-4)	YES	YES (11-1)	YES
PROFESSOR	YES (5-4)	NO	NO (2-10)	NO
PROFESSOR	YES (5-4)	NO	TIE (6-6)	YES
TENURE	NO	NO	NO (4-7)	NO
TENURE	NO	NO	NO (1-9-1)	NO
TENURE	YES	YES	YES (11-0)	YES
TENURE	YES	YES	YES	YES
TENURE	YES	NO	YES	YES
TENURE	YES	YES	YES (10-0-1)	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	NO (5-7)	NO
TENURE	YES	YES	NO (5-7)	NO
TENURE	YES	YES		DEFACTO

APPLIED FOR:	LOCAL T&P	LOCAL DEAN	SYSTEM T&P	ASSOC. PROV DEFACTO
TENURE				
PROFESSOR	NO	NO	NO (0-11)	NO
PROFESSOR	NO (1-4-1)	NO	NO (0-12)	NO
TENURE	NO	NO	NO (1-9-1)	NO
PROFESSOR	YES (5-4)	NO	NO (2-10)	NO
PROFESSOR	NO	NO	NO (2-9)	NO
PROFESSOR	YES	YES	NO (2-9)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
PROFESSOR	NO	NO	NO (3-8)	NO
ASSOCIATE	YES	NO	NO (3-8)	NO
ASSOCIATE	YES (3-0)	NO	NO (3-9)	NO
TENURE	NO	NO	NO (4-7)	NO
TENURE	YES	YES	NO (5-7)	NO
TENURE	YES	YES	NO (5-7)	NO
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO	NO	YES (7-4)	NO
PROFESSOR	NO (1-2)	NO	YES (7-5)	NO
PROFESSOR	YES	YES	NO (0-11)	YES
PROFESSOR	YES	NO	NO (3-8)	YES
ASSOCIATE	YES	YES	NO (5-5-1)	YES
PROFESSOR	YES (5-4)	NO	TIE (6-6)	YES
TENURE	YES	NO	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSISTANT	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
ASSOCIATE	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
PROFESSOR	YES	YES	YES	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES	YES
TENURE	YES	YES	YES (10-0-1)	YES
ASSOCIATE	YES	YES	YES (10-1)	YES
PROFESSOR	NO (4-5)	NO	YES (10-2)	YES
TENURE	YES	YES	YES (11-0)	YES
PROFESSOR	NO (0-4-2)	NEUTRAL	YES (11-1)	YES
PROFESSOR	YES (5-4)	YES	YES (11-1)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (12-0)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
PROFESSOR	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
TENURE	YES	YES	YES (12-0)	YES
ASSOCIATE	YES (10-0)	YES	YES (12-0)	YES
ASSOCIATE	YES (13-12)	YES	YES (12-0)	YES
ASSOCIATE	YES (18-4-1)	YES	YES (12-0)	YES
ASSOCIATE	YES	YES	YES (7-5)	YES
ASSOCIATE	YES	YES	YES (8-3)	YES
ASSOCIATE	YES	YES	YES (8-4)	YES
ASSOCIATE	YES	YES	YES (9-2)	YES
ASSOCIATE	YES	YES	YES (9-3)	YES

RCFS
Executive Committee
Meeting: April 2, 1993

Cleta Dunaway has replaced Mike Schoen on Executive Committee
Reports from University Officers:

1. Dr. Duffy:
 - a) discussed the T & P process and announced that he had supported all of the System Committee's T & P decisions
 - b) discussed the CHE's two year study committee's progress
 - c) expressed displeasure concerning the delays in having his offices moved
2. Professor Gardner:
 - a) mentioned the ongoing deans' searches
 - b) clarified his views on overload compensation and discussed new paperwork procedures
 - c) discussed assessment and admission standards
 - d) expressed his view that the T & P process has problems

The Committee then made plans for the April meeting, discussed Standing Committee responsibilities, year-end reports, T & P procedures, and received a report from the Nominating Committee.

In response to a question from Catalano, Dr. Duffy said he would work to provide a written budget for the RCFS

Meeting: April 16, 1993

The Committee met to discuss perceived problems with the T & P process. Most of the discussion centered around actions by the Office of the Provost.

The Committee also discussed responsibilities and possible charges of the Welfare Committee.

Faculty Libraries Committee

Meeting: February 26, 1993

1. Chairs report:

- a. The budget allocation report was in the agenda for the March Senate meeting.
- b. Dr. Scott had responded to the Faculty Advisory Committee inquiry about serials cuts and interdisciplinary serials; there clearly remained considerable faculty uncertainty about the serials review process and the cuts. Prof. Heider asked that Dr. Scott's response be circulated to the committee. The committee advises that lists of cut titles and current subscriptions be circulated to departments, and Dr. Young indicated this would be done.

2. Vice-Provost's and other Administrative Reports:

- a. Dr. Terry reported on the recent CHE expert review of the state's academic libraries.
- b. Dr. Terry circulated the Libraries & Collections future plan, noting that the reallocation priorities target automation, preservation, collection development, and a development officer. Discussion also covered need for targeted funds in collection development, inflation needs in the materials budget, payment of student assistants, and ongoing costs of technological enhancements.

The committee again requested Dr. Scott to write to the Futures Committee, conveying (i) the committee's judgement that projected staff reductions in the futures plan will curtail library services, (ii) the needs in the materials budget (inflation, new journals, targeted enhancement), (iii) space needs, (iv) the operating, not just investment, costs of information technology--in short, to reiterate the need for reallocation of university-wide 12% cuts to the libraries' operating and materials budgets.

- c. The committee took up Dr. Young's revenue enhancement plan from the February meeting. While reaffirming the committee's long-term policy that library fines and charges should be used only to improve library services, not regarded as basic revenue sources, the committee considered the specific proposals acceptable.

3. Undergraduate Library Services:

Mr. McNally, assistant director for public services, circulated a memo on priorities and plans in the division, which covers circulation services, reference services, government documents and microforms, and bibliographic resources.

In response to questions, Mr. McNally indicated that last year's plan to relocate ILL, the reserve collection, and the newspaper room, were going ahead; it was unclear to what extent the committee's previous comments had modified these plans, and the committee reiterated its concern about the ineffectiveness of the current reserve program.

Faculty Libraries Committee

Meeting: April 2, 1993

The Committee met in the Business Library.

1. The new NOTIS release was discussed.
(location base searching still does not work)
2. Format for annual report to Columbia Senate agreed upon
3. Chair's report:
 - a. Discussion of allocation formula
 - b. Discussion of new system for faculty book returns
 - c. Praise for TC Society
 - d. Discussion of C.H.E. Library review. It was clear from discussion that the Columbia faculty is tired of supporting Tech programs in a way for which we are not funded.
 - e. Discussion of what to include on annual report. It was agreed that location base searching and Govt. Doc. RECON will be included.
4. Dr. Terry talked about:
 - a. Report to Futures Committee
 - b. Space planning
 - c. Computer lab enhancement
 - d. ILL
 - e. Workspace in SCC Library
5. Dr. Young explained the new faculty overdues and recall policy.
6. Professor Heider was elected chair for next year.
7. Fall meeting date and time: Sept. 10, 2:30 p.m., TCL.

The Nominating Committee, Regional Campuses Faculty Senate, chaired by Tandy Willis, nominated the following slate of candidates.

I. Executive Committee (must be chosen from Senate delegations):

- | | | |
|---------------|---------------------|-------------------|
| A. Vice-Chair | (Lancaster) | John Catalano |
| B. Secretary | (Salkehatchie) | Wayne Chilcote |
| C. At-Large | (Lifelong Learning) | Cleta Dunaway |
| D. At-Large | (Beaufort) | Ellen Chamberlain |

II. Special Committees

- | | | |
|--|-----------------|--------------|
| A. Faculty/Board of Trustees Liaison | Deborah Cureton | Lancaster |
| B. Library (3 year term) | Bruce Nims | Lancaster |
| C. Research and Productive Scholarship | Tye Johnson | Salkehatchie |

Senator Costello nominated Kay Oldhauser to the Faculty/Board of Trustees Liaison Committee. The Senate elected all of the candidates nominated by the nominating committee.



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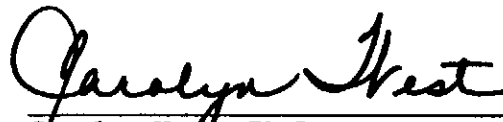
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RESOLUTION

The Regional Campuses Faculty Senate extends sincere appreciation to Professor Nancy Washington for her dedicated service in writing the history of the Regional Campus Faculty Senate for the 25th anniversary of this body.

Professor Washington's expenditure of time and energy for this endeavor represents a generous contribution and high level of service to the Regional Campuses and to the University as a whole.

Passed unanimously this
sixteenth day of April 1993



Carolyn West, Ph.D.
Chair, Regional Campuses
Faculty Senate, 1992/1993