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University of South Carolina

BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

June 9, 2005

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met on Thursday, June 9, 2005, at 10:10 a.m. in the Capstone House Campus Room.

Members present were: Mr. John C. von Lehe, Jr., Chairman; Mr. James Bradley; Mr. Samuel R. Foster, II; Mr. William C. Hubbard; Ms. Darla D. Moore; Mr. Othniel H. Wienges, Jr.; Mr. Herbert C. Adams, Board Chairman; and Mr. Miles Loadholt, Board Vice Chairman. Mr. Robert N. McLellan and Mr. Mack I. Whittle, Jr. were absent. Other Trustees present were: Mr. Toney J. Lister; Ms. Rita M. McKinney; Mr. Michael J. Mungo; and Mr. M. Wayne Staton.

Faculty Liaison Committee members present were: Dr. C. Eugene Reeder, Chair-Elect of the Faculty Senate, and Dr. Lisa Rashley, USC Lancaster, representative for the Regional Campuses. Members absent were: Dr. James R. Augustine, Chair of the Faculty Senate; Ms. Linda K. Allman, Chair of the Faculty Advisory Committee; Dr. Timir Datta, Chair of the Faculty Welfare Committee; and Dr. O. Joseph Harm, USC Aiken, Senior Campuses representative.

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for Research and Health Affairs Harris Pastides; Vice President for Information Technology and Chief Information Officer William F. Hogue; Vice President for University Advancement T.W. Hudson Akin; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Jane M. Jameson; General Counsel Walter (Terry) H. Parham; Associate Provost for Budget and Operations William T. Moore; Associate Provost for Institutional Outreach and Dean of The Graduate School Christine Ebert; Vice Provost and Executive Dean for Regional Campuses and Continuing Education Chris P. Plyler; USC Lancaster Dean John Catalano; Dean of the College of Arts and Sciences Mary Ann Fitzpatrick; Dean of the College of Mass Communications and Information Studies Charles Bierbauer; Dean of the South Carolina Honors College Peter C. Sederberg; Dean-Elect of the South Carolina Honors College David Baird; Dean of the College of Education Les Sternberg; Associate Vice Provost for Regional Campuses and Continuing Education Carolyn A. West; Executive

Vice Chancellor for Academic Affairs, USC Aiken, Suzanne Ozment; Executive Vice Chancellor for Academic Affairs, USC Upstate, Reginald Avery; Professor and Chair of the Department of Instruction and Teacher Education, College of Education, Ed Dickey; Associate Professor in the Department of English, College of Arts and Sciences, Judith James; Director of the School of Library and Information Science, College of Mass Communications and Information Studies, Daniel D. Barron; Assistant Professor in the School of Library and Information Science, College of Mass Communications and Information Studies, Jennifer Arns; Associate Professor, USC Lancaster, Noni M. Bohonak; University Legislative Liaison John D. Gregory; Public Information Officer, Office of Media Relations, Karen Petit; and Director of University Communications, Division of University Advancement, Russ McKinney, Jr.

Chairman von Lehe called the meeting to order and invited those Board members present to introduce themselves. Mr. McKinney indicated that no members of the media were in attendance.

Chairman von Lehe stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the Committee; and a quorum was present to conduct business.

Chairman von Lehe stated that there were personnel matters dealing with recommendations for honorary faculty titles, tenure and promotion, appointments with tenure and an honorary degree nomination which were appropriate for discussion in Executive Session. Mr. Loadholt so moved and Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

The following individuals were invited to remain: President Sorensen, Secretary Stepp, Mr. Kelly, Dr. Hogue, Mr. Akin, Dr. Pruitt, Ms. Jameson, Dr. Pastides, Dr. Plyler, Dr. Moore, Dr. Sederberg, Mr. Gregory, Mr. McKinney, Ms. Stone, and Ms. Tweedy.

Return to Open Session

I. Program Name Change: Bachelor of Arts in European Studies: Chairman von Lehe called on Dean Mary Ann Fitzpatrick who was requesting Committee approval of a name change in the European Studies program. Within the past year, concern had been expressed about the lessening number of students in this particular program. As a result, the Director of the Walker Institute, Dr. Gordon Smith, had carefully reviewed the curriculum and had decided that the nature of the program could be broadened substantially for undergraduate students if the name was changed from the Bachelor of Arts in Contemporary European Studies to the Bachelor of Arts in European Studies. It was hoped, therefore, that this proposed name change would broaden student interest and participation.

Mr. Foster moved approval of the Bachelor of Arts in European Studies program name change as described in the materials distributed for the meeting. Mr. Hubbard seconded the motion. The vote was taken, and the motion carried.

II. Program Proposals:

A. Doctor of Philosophy in Library and Information Science, College of Mass Communications and Information Studies, USC Columbia:

Chairman von Lehe called on Associate Provost Chris Ebert and Dean Charles Bierbauer. Dr. Ebert stated that the proposed program had been carefully developed, had received the requisite faculty and administrative approvals, and appeared to be consistent with the mission of the University.

Dean Bierbauer remarked that this particular proposal had been discussed at length in the School of Library and Information Science. He further noted that the school had moved judiciously to establish itself as one of the highest ranked schools in the country dealing with library and information science; it was the only one in South Carolina. Although the school was well ranked, it was somewhat limited because no Ph.D. program was offered. In addition, it was anticipated at this time that an increasing number of individuals both in the library field and in the education area (teachers of future librarians) would soon retire. Establishment of this program would in effect train the next generation of academics who would, in turn, teach the upcoming generation of librarians.

Dean Bierbauer indicated that IMLS (Institute for Museum and Library Studies) had encouraged the School of Library and Information Science to seek grant funding from them as soon as the program proposal had been approved. Since 2003, the organization had awarded approximately \$25 million to various entities for precisely this kind of programming.

Mr. Wienges moved approval of the program proposal as described in the materials distributed for the meeting. Mr. Hubbard seconded the motion. The vote was taken, and the motion carried.

B. Master of Education in Teaching, College of Education, USC Columbia:

Chairman von Lehe called on Associate Provost Ebert and Dean Sternberg. Dr. Ebert stated that the new program proposal from the College of Education had been carefully developed, had received the requisite faculty and administrative approvals, and appeared to be consistent with the mission of the University.

Dean Sternberg explained that this program was a logical extension of newly instituted undergraduate programs in early childhood elementary and middle level teacher education; it would also provide potential enhancements for MAT (Master of Teaching) students in secondary education as well. The proposed program, a reconceptualized Master's degree, was composed of four major elements (core content for all students; specific content tailored to the individual needs of teachers in their classrooms; a focus on inquiry-based strategies in the coursework; a required culminating experience - an action research project specifically geared toward addressing an individual teacher's issues of concern in the classroom).

Mr. Wienges asked the projected number of students who would be involved in the program. Dr. Dickey, Chair of the Department of Instruction and Teacher Education, conservatively estimated 25 students in the first year of the program; that number was projected to increase to 50 students thereafter. He indicated that actual participation in similar programs more than doubled the original figure.

Mr. Bradley asked whether the present cost of tuition formed the basis for determining budgetary needs or whether projected tuition increases had been factored into the financial information. Dean Sternberg stated that current tuition amounts were used; the five-year business plan also projected an overall expense total of \$336,000 with revenue nearly double that amount. Previously-approved program proposals had experienced tremendous revenue growth well beyond anticipated figures.

Mr. Wienges moved approval of the Master of Education in Teaching in the College of Education. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

III. USC Aiken Faculty Manual Changes: Chairman von Lehe recognized Dr. Ozment who was presenting a series of changes to the USC Aiken *Faculty Manual* for Committee approval on behalf of Chancellor Hallman. Included were substantive changes (i.e., policy changes regarding violations of the academic code of conduct); new policies (i.e., peer observation of teaching); and several changes

which were far less significant and largely matters of clarification or amplification.

Mr. Hubbard moved approval of the USC Aiken *Faculty Manual* changes as described in the materials distributed for the meeting. Mr. Foster seconded the motion. The vote was taken, and the motion carried.

IV. USC Columbia *Faculty Manual* Changes: Chairman von Lehe called on Dr. Moore who was recommending on behalf of Provost Becker four specific changes. He indicated that the first two were non substantive word changes regarding the description and roll of two University committees (the Athletics Advisory Committee and the Committee on Libraries).

The third proposed recommendation would alter the tenure and promotion practice for the Health Sciences units (the Vice President for Research and Health Sciences would be formally included in the process for evaluating tenure and promotion files from those units).

The final proposed modification regarding a description of intellectual property including patents and copyrights was essentially structural in nature. A committee had previously examined this topic and had recommended that a description of property rights be removed from the USC Columbia *Faculty Manual* and be incorporated into a new policy; that information had been subsequently incorporated into a new policy (Academic Affairs 1.33). Therefore, it was necessary to formally remove the wording from the published manual.

Mr. Foster moved approval of the USC Columbia *Faculty Manual* changes as described in the materials distributed for the meeting. Ms. Moore seconded the motion. The vote was taken, and the motion carried.

V. Regional Campuses *Faculty Manual* Changes: Chairman von Lehe called on Dr. Plyler who stated that during the course of the past two years, faculties across the regional campuses had strengthened the manual. Most of the proposed changes were structural; a few were substantive in nature. These changes reflected a gradual process of bringing that publication in line with the Columbia campus manual; overall, definitions and processes had been strengthened.

Mr. Loadholt moved approval of the Regional Campuses *Faculty Manual* changes as described in the materials distributed for the meeting. Mr. Wienges seconded the motion. The vote was taken, and the motion carried.

VI. Information Technology Update: Chairman von Lehe called on Dr. Hogue who stated that he will be presenting an overview of OneCarolina which "promises to be a significant IT transformation at the University of South Carolina that will last us for many years to come."

Dr. Hogue stressed the importance of the IT component at Carolina engaging in support activities to build the necessary infrastructure in order to service its 43,000 "customers." And, secondly, he stressed the importance of this area stimulating and supporting innovation for the University and for the state at large.

The range of IT activities at the University included the web; global indexing of research materials; e-learning; course management; grants and contracts management; e-mail and directories; employment records; class rosters and scheduling; bills and payroll; disaster recovery; mass storage; security; desktop support; infrastructure; high performance computing; and technology education. Dr. Hogue noted that this range of activities literally touched every aspect of the University on a daily basis.

Of prime importance for all CIOs in this country, whether in the private or public sector, were issues of security. Dr. Hogue emphasized that IT staff at the University worked very closely with vendors and with partners around the country to provide a secure environment.

Dr. Hogue also discussed Technology Education, an important component of information technology "if you are going to stay with it." A recent extract from *Business Week* magazine focused on the fact that computer chips released in 2008 will have 20 miles of incredibly thin wiring on a space the size of a person's fingertip; those chips will be programmed to "morph" or change function to meet an individual's needs.

Approximately one month ago, President Sorensen released a letter to all faculty and staff announcing OneCarolina which he characterized as "the most ambitious and far-reaching transformation of information tools and digital resources in the history of the University."

Under the OneCarolina concept were several components: (1) Center for Teaching Excellence, opening this fall in the Thomas Cooper Library with an accompanying website and resources, which will focus faculty attention on both the physical classroom and the virtual extended classroom; (2) a newly integrated Library system beginning this fall featuring improved access to a much wider array of materials; (3) a wireless communication system throughout the USC Columbia campus; (4) a unified email and directory system within 18 months to also facilitate communication; (5) the development and improvement of infrastructure for collaboration not only in this community but also with sister institutions (i.e., MUSC and Clemson University); and (6) an Enterprise Resource Planning system to replace the 45 business subsystems of the University of South Carolina which will

bring the business processes further into the 21st century and will lay the base for the future.

Reasons for the University's involvement in the OneCarolina concept included the fact that the University will hire some 600 new faculty within the next five years. "We expect those new faculty will have fundamentally different ways of using information resources for their various research, scholarship and creative pursuits." In addition, it was explained that the student body changed almost completely approximately every five years; that is, students welcomed to the University this fall will be more technically sophisticated than the students welcomed last fall. This trend will continue to accelerate in the future.

Dr. Hogue provided several examples of the manner in which various faculty members utilized IT resources at the University to reach their essential research and teaching goals. Dr. Reginald Bain from the School of Music was involved in real-time interactive performance issues, the release of student works on the Web, and advanced signal processing. Dr. Kristen Montgomery from the College of Nursing was involved in clinical technologies, web-based medical resources, virtual simulations, and computer-driven mannequins. Drs. Jerry Odom and Daniel Freeman from the Department of Chemistry were involved in computer-assisted personalized instruction to improve student understanding of inorganic chemistry. All of these activities required the infrastructure and resources that OneCarolina will provide.

Dr. Hogue further explained that according to data current in 2003, 67 percent of nursery school children utilized computers and 23 percent accessed the internet; by kindergarten, these figures increased to 80 percent and 32 percent respectively. These percentages were most probably higher because this information was already 2 years old. One-third of kindergarten students already understand the mechanics of using the Internet. "It is very important that we have an infrastructure that is ready to welcome them."

Ms. McKinney asked Dr. Hogue to assess the University's disaster recovery plan. In response, he indicated that the University's disaster recovery business continuity situation needed improvement. Working closely with individuals in the business and finance units, redundant operations separated by physical distance had been established. If a disabling incident did occur in the University's primary computer facility, the core functions would continue to operate. "It's my worst nightmare to imagine during a registration period, for example, that there would be a significant outage that would leave us without essential computer resources for a period of time." Under consideration, therefore, were remote sites that would allow the University a certain amount of redundancy; agreements had also been

established with colleagues at the State Office of the CIO and at MUSC that would allow the University to reestablish quickly computer-driven operations.

Chairman von Lehe thanked Dr. Hogue for this informative report.

VII. Honors College Report: Chairman von Lehe called on Dean Sederberg who thanked everyone for eleven "wonderful years" as Dean of the Honors College and for their consistent support during that time. He also introduced his successor, Dr. Davis Baird, Chair of the Department of Philosophy; this department was a major partner in the development of the Honors College curriculum and undergraduate research opportunities.

Dean Sederberg distributed a document listing those challenges he believed Dr. Baird would need to address either immediately or within the next two to three years. He noted that the most significant challenge was to balance the enrollment goals with the need to maintain/expand the quality of academic and support opportunities. Dean Sederberg was recommending that the college follow the same strategic plan as in the past - to grow to a certain plateau and to absorb for at least three years before expanding again.

The second challenge involved issues of financial support. Dean Sederberg was optimistic that adequate funding would be available to meet the needs of an increased freshman class size. Of prime importance, therefore, was fiscal responsibility which would ensure the ability to maintain the fundamental quality of Honors College programs within the context of increased enrollment.

The third challenge concerned the development of the next phase of Honors College facilities. Currently in place was a plan that called for the creation of facilities adequate for a college of 1,000 students; this coming fall, the number will increase to approximately 1,200. Dean Sederberg believed that available administrative facilities would not support the staff necessary to provide services for a college of that size. In addition, expanding Honors College residential opportunities needed to be addressed. Dean Sederberg had been working closely with Dr. Gene Luna, Director of Housing, to develop a "medium term" plan.

With a new capital campaign planned in the near future, Dean Sederberg's successor will face the challenge and the opportunity of participating effectively in the process. He believed that the Honors College should be targeted for a major gift naming at that time.

Dean Sederberg addressed faculty involvement as mentors in the Honors College. "I believe that the Honors College is placing more demands on faculty to participate in the mentoring of our students as they engage in undergraduate research and inquiry which is becoming a hallmark of the academic opportunities we

are providing." He hoped that this increased demand would be recognized and rewarded - a challenge for the new dean to undertake.

Increasing the diversity of the Honors College student body was the sixth challenge that Dean Sederberg discussed. He was pleased that Hispanic and African-American admissions for the upcoming fall were the second highest since his tenure as dean of the college 11 years ago; however, "we need to do more to compete for highly talented minority students more effectively than we have been in the past."

And, finally, the last challenge Dean Sederberg termed the fate of "Krispy Kreme." "We cannot expand the college beyond the institutional capability to provide what we promise."

Dean Sederberg indicated that he would be working at the University for at least one more year to ensure that Dr. Davis Baird would have "an exceptional start to his tenure as dean."

Chairman von Lehe questioned the trend of an increased out of state enrollment in the Honors College. Dean Sederberg indicated that as a result of a gift from Robert McNair which led to the establishment of the McNair Scholarship program, the University was able to recruit top out of state students; the college was now positioned on the national radar. "In terms of the enrichment of the University and its undergraduate student body and the Honors College in particular, it is a very positive trend."

Several Board members thanked Dean Sederberg for his 11 year commitment to the success of the Honors College.

Since there were no other matters to come before the Committee, Chairman von Lehe declared the meeting adjourned at 11:00 a.m.

Respectfully submitted,

Thomas L. Stepp
Secretary