

THE UNIVERSITY OF SOUTH CAROLINA  
University Campuses Faculty Senate Meeting

USC-Beaufort  
April 13, 1990

Friday, April 13, 1990

Coffee-----9:30-10:00a.m. Room 112

MorningSession-----10:00-10:30a.m. Room 112-113

Deans' Remarks  
Welcome

StandingCommittees-----10:30-12:00p.m.

I. Rights and Responsibilities  
Room IO1

II. Welfare  
Room 102

III. System Affairs  
Room 103

ExecutiveCommittee-----10:30-12:00p.m. Room 112-113

DeansMeeting-----10:30-12:00p.m. Room 104

Luncheon-----12:00- 1:30p.m. John Cross Tavern, Bay Street

Afternoon Session----- 1:30- 4:00 p.m. Room 112—111

Reception----- 4:00- ? p.m. Marine Science Building Lobby

AGENDA

I. Call To Order

II. Correction/Approval of Minutes: 16 February 1990 USC-Lancaster Lancaster, SC

III. Reports from University Officers

A. Dr. John J. Duffy, Chancellor

B Professor John N. Gardner. Vice Chancellor

IV. Reports from Standing Committees

A. Rights and Responsibilities - Professor John Logue

B. Welfare - Professor Mary Barton

C. sYstem Affairs - Professor Paul Stone

V. Executive Committee - Professor Rick Boulware

VI. Reports from Special Committees

A. University Library Committee - Professor John Catalano

B. University Committee on Curricula and Courses -  
Professor Robert Castleberry

C. University Faculty Welfare Committee -  
Professor Don Curlovic

D. Academic Planning Committee - Professor Bruce Nims

E. Faculty/Board of Trustees Liaison Committee -  
Professor Rod Sproatt

F. Research and Productive Scholarship Committee -  
Professor Tandy Willis

G. Savannah River Site Committee - Professor W. O. Lamprecht, Jr.

H. System Academic Policy Coordinating Committee -  
Professor Robert Costello

I. Other Committees

1. Insurance and Annuities Committee - Professor Jerry Dockery

2. Affirmative Action Committee - Professor Deborah Cureton

VII. Unfinished Business

VIII. New Business

IX. Announcements

X. Adjournment

THE UNIVERSITY OF SOUTH CAROLINA  
UNIVERSITY CAMPUSES FACULTY SENATE

USC Beaufort  
Beaufort, SC  
April 13, 1990

THE INFORMAL SESSION

Chairperson Deborah Cureton called this session of the University Campuses Faculty Senate to order at 10:00 a.m. She welcomed all who were attending and recognized the following guests: Susan Bridwell, Dean of Telecommunications Instruction and Independent Learning; Jerry Brewer, Dean of Student Life; Jim Edwards, Associate Chancellor for Planning and Special Projects; David Hunter, Assistant Vice Chancellor for Academic and Student Affairs. The Chair then called Mrs. Mary Allen, USC Beaufort library, to the podium and thanked her for the brunch she provided for today's Senate meeting.

Campus reports were heard from the following: Professor John Blair for Dean Bashaw, Beaufort; Dean Arnold, Lancaster; Professor Frank Shelton for Dean Clayton, Salkehatchie; Dean Anderson, Sumter: Dean Davis. Union.

Professor Nancy Washington reported for this year's Nominating Committee, whose members were the following professors: Gordon Haist, Beaufort; Wayne Thurman, Lancaster; Ali Pyarali, Salkehatchie; Sal Macias, Sumter; Susan Smith, Union; Nancy Washington, Lifelong Learning. This committee made nominations for offices for the comina

academic year:

Chair-elect	Rick Boulware (Beaufort)
Secretary	Carolyn West (Sumter)
At large	Tandy Willis (Union)
At large	Ali Pyarali (Salkehatchie)

Library Committee John Catalano (Lancaster)  
Res. & Prod. Sch. B. H. Caraway (Lancaster)  
Bd. of Trustees Kay Oldhouser (Sumter)

Chair Cureton then moved the Senate into its various committees for working sessions.

## THE FORMAL SESSION

### I. CALL TO ORDER

Chair Cureton called the afternoon session to order at 1:45 p.m.

### II. CORRECTION/APPROVAL OF MINUTES

The minutes of the University Campuses Faculty Senate of February 16, 1990, at USC Lancaster were approved as distributed.

### III. REPORTS FROM UNIVERSITY OFFICERS

#### A. Dr. John J. Duffy, Chancellor

The written report of the Chancellor appears as an attachment to these minutes.

#### B. Professor John N. Gardner, Vice Chancellor

The written report of the Vice Chancellor also appears as an attachment to these minutes.

### IV. REPORTS FROM STANDING COMMITTEES

#### A. Rights and Responsibilities Committee

Professor John Logue, Chair

The Rights and Responsibilities Committee presented two motions for the Senate's consideration.

MOTION #1: THAT THE UNIVERSITY CAMPUSES FACULTY SENATE ADOPT THE FEBRUARY 15, 1990, REVISION OF THE UNIVERSITY CAMPUSES FACULTY MANUAL.

Chair Cureton conducted the voting, and the motion carried.

MOTION #2: THAT THE REVISED UNIVERSITY CAMPUSES FACULTY MANUAL BE SENT FOR REVIEW TO THE OFFICE OF THE CHANCELLOR FOR UNIVERSITY CAMPUSES AND CONTINUING EDUCATION AND THENCE TO THE UNIVERSITY'S LEGAL DEPARTMENT WITH THE REQUEST THAT, AFTER ADMINISTRATIVE REVIEW, THE MANUAL WITH ANY CHANGES BE BROUGHT BEFORE THE FACULTY FOR DIALOGUE ON THOSE CHANGES PRIOR TO SUBMISSION TO THE BOARD OF TRUSTEES.

The motion carried.

B. Welfare Committee

Professor John Blair for Mary Barton, Chair

The Committee reported that it requests the 1989-1990 and

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1990-1991 merit increase salary information, faculty salary data, and the peer institution data report by October 1, 1990. While the Committee appreciates, on behalf of the faculty, the salary increases of the past, this Committee is aware of significant discrepancies that exist and that there is still much progress to be made as we attempt to bring the University Campuses in line with peer institutions.

Mary Barton will continue as chair of this Committee for 1990-1991.

The Welfare Committee resolved the following:

WHEREAS the University of South Carolina family and the State as a whole mourn the untimely passing of Dr. Milton S. Baker, Special Assistant to the Chancellor for University Campuses and Continuing Education, and

WHEREAS Dr. Baker, during his long years of service to the University of South Carolina, has set an exemplary standard of thoroughness and high responsibility in responding to the requests of the University Campuses, and

WHEREAS Dr. Baker's cooperation and willing spirit in gathering data and providing those data to the University Campuses in a timely manner has resulted in improvements and benefits within the University Campuses system,

THEREFORE, BE IT RESOLVED that the University Campuses Faculty Senate sorely feels the loss of Dr. Baker's wise counsel and steady friendship and gratefully acknowledges his large and important contributions to the well-being of the University Campuses.

This resolution was unanimously endorsed by the Senate.

A faculty salary data report was submitted by this Committee f mr Attachment to these minutes.

C. System Affairs Committee  
Professor Paul Stone. Chair

Core curriculum changes at USC Sumter and associate degree requirements at USC Beaufort were presented to the Senate and were approved. It was noted that these changes were campusspecific and that the academic deans on these campuses would be responsible for implementing the approved changes. (See the attached degree requirements for USC Sumter and USC Beaufort.)

Several topics currently under discussion by this Committee will remain as business for next year: problems with telecommunications courses, a system baccalaureate degree, the proposed BAIS capstone course.

John Catalano was voted Chair of this committee for 19901991.

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V. EXECUTIVE COMMITTEE  
Professor Rick Boulware. Secretary

Among various items under discussion, the Executive Committee took action on the following: 1) voted not to have an award on the University Campuses recognizing outstanding undergraduate advisement. Undergraduate advisement is a part of the faculty responsibilities on some campuses, and on other campuses, there are personnel other than teaching faculty who do the advisement; 2) considered a resolution regarding State funding passed by the Columbia Faculty Senate at its last meeting and decided not to propose a similar resolution for the University Campuses.

VI. REPORTS FROM SPECIAL COMMITTEES

A. University Library Committee

See the attachment submitted by Professor Catalano, who could not be here as he was attending a meeting of this Committee as the University Campuses Senate met.

B. University Committee on Curricula and Courses

Professor Robert Castleberry

no report

C. University Faculty Welfare Committee

Professor Don Curlovic

no report

D. Academic Planning Committee

Professor Bruce Nims

The Academic Planning Committee has completed its response to the Welfare Committee of the Columbia Campus Faculty Senate, and I am submitting a copy for inclusion in our minutes. In addition, I am enclosing a copy of Professor Becker's "response to the response," which he read into the minutes of the March 7, 1990, Columbia Campus Faculty Senate meeting, as well as a letter that Professor Becker sent to the secretary of the USC Spartanburg Senate on March 6. Some of Professor Becker's remarks were inspired by his meeting with the Academic Planning Committee on February 21.

E. Faculty/Board of Trustees Liaison Committee

Professor Rod Sproatt

During executive session, matters involving appointments with tenure, honorary titles, and possible commencement speakers were discussed. During the open session of this Committee, the following matters were considered:

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1) Dr. Ken Schwab from President Holderman's office and Dr. Don Saunders from the School of Medicine reported on a multidisciplinary approach to improving family life in South Carolina. The project involves all aspects of family life from the need for family counseling to opportunities for recreation. This project will be funded entirely out of private monies and grants and will not draw from the general operating budget of the University. Mr. Dennis Pruitt explained to the Committee how students would benefit from practicum and employment opportunities associated with the project;

2) a proposal to change the Hotel, Motel, and Restaurant Management department in Applied Professional Sciences from a department to a school passed;

3) a proposal of offer a public administration program jointly with Clemson University at the Greenville Higher

Education Consortium Center (Greenville Tec) passed with the proviso that if any member of the Committee had any questions or doubts about the program, a special meeting of the Committee could be called before the next full Board meeting to review the proposal;

4) a report of the Coastal Carolina Teacher Education Program was received by the Board for information purposes only;

5) a status report of all program proposals passed by the Committee for the last three years was made by Provost Smith and accepted by the Committee;

6) a proposed policy to complement the harmful-to-minors act was passed and sent to the full Board for consideration with the recommendation of the Committee.

#### F. Research and Productive Scholarship Committee

Professor Tandy Willis

The Arts and Humanities subcommittee to which I was assigned met on Tuesday, April 10, at 2:00 p.m. in the Byrnes Center on the Columbia campus. The subcommittee reviewed 14 proposals and funded 10 of them. The total amount requested was \$31,914 and the subcommittee funded \$17,112 of the proposals. The amount funded was the total amount available to the subcommittee. No applications came from the University Campuses.

The Engineering, Physical and Life Sciences subcommittee met on Monday, April 9, and funded 8 of 12 proposals submitted worth \$13,332. This subcommittee had \$15,000 to award.

The Social and Behavioral Sciences subcommittee is meeting today, April 13, to review 19 proposals. This subcommittee has \$21,499 to award.

The reason for the differing amounts each subcommittee has to award is the finding cycle procedure. Each fall and each spring, each subcommittee is given \$15,000. If all of the money is not awarded in the fall cycle, it carries over to

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the spring cycle. One important point to note is that if the money is not spent in the spring cycle, it does NOT carry over to the next fall. The spring cycle, then, is a particularly good time to apply.

I want to encourage University Campuses faculty members to apply for these monies. In the words of a subcommittee chair, "If anything, the University Campuses have an advantage." He meant that the Committee is eager to support our research and productive scholarship requests, and from my experiences this year, I can say that they certainly are.

One final note: Ed Caine of Beaufort was singled out by some members of the subcommittee as a University Campus faculty member who has impressed the subcommittee with his proposals (which, I believe, were funded).

#### G. Savannah River Site Committee

Professor W. O. Lamprecht, Jr.

no report

H. System Academic Policy Coordinating Committee  
Professor Robert Costello

At its meeting of March 6, 1990, the Committee discussed a USC Spartanburg proposal to adopt a revised grading system involving removal of grades of "~" and "F" from the records of students who retake courses. The proposal as it reached the Committee did not contain its original provision that it applied only to ancient "D's" and "F's." There was no support for this proposal from other campuses. It was suggested that flexibility of suspension policies and individual case review would better address real needs than changing the grading system.

Regarding the issues of how long the catalog in effect at the time of original system matriculation should be applicable and of how many years of continuous absence should be allowed within this period, the Committee requested statistical data on the time required for graduation in baccalaureate institutions. Data on these four institutions recently has been provided to members of the Committee.

It appears to this member that the attitude of partisan advocacy of local campus interests which originally prevailed on the Committee is giving way to increased understanding of the system and willingness to work together to solve some of its problems. Many faculty of the four-year institutions have been isolated from awareness and appreciation of the system, as then have not had the benefit of participation in a multi-campus body such as the University Campuses Faculty Senate with its spirit of mutual support and high quality of communication.

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We can realistically hope that with our active participation, patience and encouragement, the System Academic Policy Coordinating Committee will play an increasing role in solving USC System problems.

#### I. Other Committees

1. Insurance and Annuities Committee  
Professor Jerrv Dockerv

At its last meeting, this Committee voted to limit employees investment instruments to those currently approved by the Committee. Committee members have since received correspondence from faculty objecting to the Committee's position.

The Committee has requested a new proposal from Jefferson Pilot on our current disability insurance. Specifically, the Committee wants Jefferson-Pilot to allow for higher coverages than are currently available. If Jefferson-Pilot is not forthcoming, new bids may be solicited by the Committee from other companies.

The main issue is how do we handle employees who now have Jefferson-Pilot coverage but who might encounter a "preexisting condition" limitation with new coverage.

As a response to Dr. Duffy's and Senator Saleebe's request that we gather data on cost containment initiatives for health care, I have made inquiries to other institutions and state systems for any successful efforts which they have made in this area. This information will be presented to the Committee.

## 2. Affirmative Action Committee

Chairman John Archer called a meeting of the Affirmative Action Committee at 9:00 a.m. on Wednesday, March 14, 1990. The Committee members were provided information on the search for a System Affirmative Action Officer which produced three finalists, none of whom were accepted by President Holderman. There was extended discussion by Committee members on the role of an advisory committee under such conditions. No conclusions were reached; the Committee decided to wait for future action by the President.

Since that meeting, the President initiated a hiring freeze which also freezes the affirmative action position.

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## VII. SPECIAL ORDERS

### ELECTION OF OFFICERS FOR ACADEMTC YEAR 1990/1991

Chair Cureton opened the floor for further nominations to be made to the list already submitted by the Nominating Committee. There were no additional nominations, and the slate of nominees as presented by the Nominating Committee was elected by acclamation.

## VIII. UNFINISHED BUSINESS

There was no unfinished business to consider.

## IX. NEW BUSINESS

Chair Cureton presented to the Senate the idea of a newsenator orientation. She feels that such an orientation would help Senate newcomers to see the function of that body and to see how the Senate operates.

Chancellor Duffy recognized two colleagues for their outstanding service to the University Campuses and presented plaques to each of them: Professor Samuel C. Greenly, Distinguished Professor Emeritus of Psychology; Professor Marian Preacher, Professor Emeritus of Sociology.

The Executive Committee of the University Campuses Faculty Senate presented the following resolution:

WHEREAS Ada B. Thomas has served the University of South Carolina System with uncompromising dedication for 33 years, and

WHEREAS she has demonstrated a total commitment to the betterment of the student academic experience by identifying and meeting needs on an individual basis through personal, nurturing and informed guidance, and

WHEREAS she has gone above and beyond the expected to ensure that all students are treated with fairness and compassion, she has gone the extra mile to support, encourage and guide students transferring to Columbia from the University Campuses, and

WHEREAS she has long been an avid and vocal supporter of the USC System and, in particular, the University Campuses, because of their unique teaching role and commitment to the students,

THEREFORE, BE IT RESOLVED that the University Campuses Faculty Senate wishes to acknowledge Ada B. Thomas as one of the most respected and admired leaders in South Carolina higher education through the establishment of the Ada B. Thomas Scholarship Fund, to be administered through the USC Educational Foundation to students demonstrating both need and merit who wish to transfer from a University Campus to

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Chair Cureton conducted the voting, and the Senate **unanimously endorsed this** resolution. (Please see the "Memorandum of Agreement" attached to these minutes.)

Dr. Duffy presented Dr. Cureton a plaque in appreciation for her efforts as Chair of the University Campuses Faculty Senate for 1989/1990.

## X. ANNOUNCEMENTS

Chair Cureton stated she needed year-end reports from the various committees of the Senate. She then turned the gavel and the position of Chair of the University Campuses Faculty Senate to Professor Nancy Washington.

## XI. ADJOURNMENT

The Senate was adjourned at 3:30 p.m.

Respectfully submitted,  
Rick D. Boulware  
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attachments:

- 1) report of the Chancellor
- 2) report of the Vice Chancellor
- 3) faculty salary data from the Welfare Committee
- 4) USC Sumter associate degree requirements
- 5) USC Beaufort associate degree requirements
- 6) submitted report of Faculty Library Committee
- 7) submissions from the Academic Planning Committee
- 8) "Memorandum of Agreement"

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UNIVERSITY CAMPUSES FACULTY SENATE  
EXECUTIVE COMMITTEE FOR ACADEMIC YEAR 1990/1991

Chair Nancy Washington (Lifelong Learning)

Chair-elect	Rick Boulware	(Beaufort)
Secretary	Carolyn West	(Sumter)
At large	Ali Pyarali	(Salkehatchie)
At large	Tandy Willis	(Union)
Past Chair	Deborah Cureton	(Lancaster)

STANDING COMMITTEE CHAIRS FOR 1990/1991  
Rights & Responsibilities: not elected yet

Welfare: Mary Barton (Union)  
System Affairs: John Catalano (Lancaster)

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REPORT OF THE CHANCELLOR FOR  
UNIVERSITY CAMPUSES AND CONTINUING EDUCATION  
TO THE UNIVERSITY CAMPUSES FACULTY SENATE  
APRIL 12, 1990  
USC-BEAUFORT

Status of ApPropriations Bill

The budget bill for the state is now being considered by the Senate. The Senate has determined that it will work from the Budget and Control Board figures rather than from the House figures. As you know, when it left the House it had an appropriation for higher education which was approximately 86% of the Formula. The Senate is starting with 91% of Formula. It is too early at this point to predict the final outcome on the budget. However, it is apparent that we will be

considerably short of Formula and we will have to deal with the budget accordingly. I am circulating with these comments the "FY91 Budget Discussion Document" which sets some guidelines for budget planning in the next year.

#### Status of Off-Campus Program ProPosals

Our CHE Off-Campus Program Proposals will be considered by the Academic Affairs Committee of CHE next Thursday, April 19. Since I will be out-of-town on a Southern Association visit, John Gardner will be with the Provost for this discussion. Our deans have been in touch with various members of the Academic Affairs Committee and at this point we do not anticipate any difficulties.

#### Status of Upper-Division BADM Course Offerinas

You should be aware that the Provost's Office is still discussing the question of the status of upper-division Business Administration courses on our campuses with the College of Business.

#### Hirina Freeze

We are currently in a hiring freeze which affects all but instructional positions. We anticipate that this will continue through the rest of the fiscal year.

#### USC-Beaufort Dean Search Status

You are probably aware that we made an offer for the deanship at Beaufort to Dr. Larry Jones. For personal reasons Dr. Jones was

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unable to accept this offer. Thus, we have reopened the search on a national basis and at the same time we are encouraging people within the System to submit applications for the position.

#### USC-Sumter Four-Year Status

Sumter is planning to request that the President send a letter of intent on four-Year status to the Commission on Higher Education.

#### Tuition

Questions have arisen as to what tuition will be next year. Essentially, at this point \$655,000 has been put into the University Campuses budgets for the purpose of tuition reduction. This will not reduce our fees to equality with TEC. That is impossible because of higher salaries for faculty, lower loads, and we charge certain fees that TEC does not such as tuition fee, renovation reserve fee, and student fees. We do not have a figure on the amount that tuition will be lowered at this point.

#### Promotional Increments for FY90-91

Faculty raises are still an open item pending the passage of the state appropriations bill. We have agreed to go along with the Provost's proposal for incremental raises for faculty who have been promoted to assistant, associate, and full professor. A copy of the incremental raise recommendations is attached to these comments.

## FY91 BUDGET DISCUSSION DOCUMENT

## GUIDING PRINCIPLES TO BE USED IN BUDGET ADJUSTMENT

1. Cuts should not be made in areas that would have greater negative revenue impact than costs savings.
2. Cuts should be managed in such a manner that least effects current or future revenue receipts.
3. Resources should be applied and directed in a manner that increases productivity in the areas that generate the greatest revenue return for the dollar spent.
4. Essential program services must be protected to the extent possible.
5. Emphasis will be placed on addressing appropriate funding levels for existing programs prior to consideration of implementing new programs or activities. There are by necessity circumstances and opportunities that warrant or dictate the establishment of new programs in times of budget difficulty.
6. After having made specific program cuts, across the board budget reductions though undesirable are often necessary. In lieu of targeting specific line item expenditure which is somewhat arbitrary and does not tend to spread across the board cuts evenly, the forms of reductions should be applied evenly with the total base budgets of the units being used as the basis against which the reductions are assessed.
7. Every effort should be made to minimize the student fee increase proposed to the board. Fee increases proposed to the board must carefully weigh the institutions responsibility and commitment to providing a quality education to the student against the economic realities of the students financial capacity.

10 YEAR COMPARISON OF FORMUI~ RECOMMENDATION AND ACTUAL APPROPRIATION  
USC COLUMBIA

YEAR	CI5E FO~1ULA	STATE % OF APPROPRIATION FORMULA	ANNUAL SHORTFALL	CUMULATIVE SHORTFALL	
19111-87.	78,383,305	71,799,107	91.6%	6,584,198	6,584,198
1982-83	89,169,859	71,960,076	80.7%	17,209,783	23,793,980
1983-84	84,647,914	78,637,912	92.9%	6,010,002	29,803,982
1984-85	88,424,639	88,159,365	99.7%	265,274	30,069,256
1985-86	99,397,108	98,005,548	98.6%	1,391,560	31,460,816
198fi--87	109,861,299	101,731,563	92.6%	8,129,736	39,590,552

1987-88	120,091,916	105,921,070	88.2%	14,170,846	53,761,398
1988--89	123,713,806	115,301,267	93.2%	8,412,539	62,173,937
1989-90	129,658,423	117,989,165	91.0%	11,669,258	73,843,195
199()-91	137,716,357	117,236,650	85.1%	20,479,707	94,322,902

AVERAGE FULTURE % AND ANNUAL SHORTFALL 91.4% 9,432,290

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Instructor to Assistant Professor  
Assistant Professor to Associate Professor  
Associate Professor to Professor

April 1990

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\$1,800  
\$2,100  
\$2,500

\$2,200  
\$2~750  
\$3,750

REPORT OF THE VICE CHANCELLOR FOR  
UNIVERSITY CAMPUSES AND CONTINUING EDUCATION

TO THE UNIVERSITY CAMPUSES FACULTY SENATE

APRIL 13, 90  
USC-BEAUFORT

Adult Learner Conference

This May 28-30 we will be holding our 5th Annual National Conference on the Adult Learner. This is an outstanding national conference addressing the unique needs of what characteristic profile of the University Campuses student. If you have an interest in attending, please coordinate plans and registration with Mary Kay Hall in my office and with John May.

Faculty Manual

This is to provide a succinct statement of the role of this office in the review of the Faculty Manual currently under consideration by the University Campuses Faculty Senate. After the Senate takes its final action on a draft of the Faculty Manual, said action being duly recorded in the minutes of this Friday, the Office of the Chancellor will undertake a formal administrative review. This review will involve the Deans of the University Campuses, Office of the System Vice President for Personnel, and by the Legal Counsel. We plan to hold a meeting of the Deans of the University to discuss this document. We will ask Professor Dockery to join this meeting for his input and clarification. Any changes we make to the document that you have voted to approve, of course, we will inform you of. This is to commend Jerry Dockery and his committee for the extremely cooperative way they have worked with this office in the review process. Mary Derrick and David Hunter will be assisting me in this process of review and, of course, the Chancellor will also be involved.

### Affirmative Action Officer Search

The search has been suspended for the duration of the hiring freeze .

### Integrated Skills Reinforcement Project at USC-Sumter

Some of you may recall that at the Salkehatchie meeting of the Senate last year, Professor JoAnne Anderson of LaGuardia Community College visited with our faculty and talked about the Integrated Skills Reinforcement Project which she has successfully implemented at that institution and a number of other colleges as well. I am pleased to report that this concept has been replicated by the dedicated and conscientious faculty at USC-Sumter. If the faculty from any of the other campuses would be interested in pursuing this project on their own campus, please discuss with David Hunter

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and/or myself. For a first-hand report of the impact of this project at Sumter, please discuss with Senator Logue and/or Dean Tom Lisk.

### Marketina Survey for USC-Beaufort at Hilton Head

Through the auspices of this office we contracted with Professor William Bearden of the USC College of Business Administration to conduct a marketing survey of Hilton Head residents' perceived needs for higher education in that area. If any of the faculty would like to read a copy of this document, you need to contact me. Basically, what was determined that there was a strong potential needs for higher education on the island; that awareness of existing opportunities does need to be increased; that the awareness of the USC programs is significantly greater than that of those offered by the Technical College of the Low Country.

### Dialogue on Teaching

On March 23, this office and the Office of the Provost sponsored a System faculty "Dialogue on Teaching" which was attended by a number of faculty from the University Campuses and I appreciate very much their input. We plan to repeat a similar forum during the new faculty orientation workshop this coming August. This is one of a number of initiatives this office is undertaking jointly with the Office of the Provost to strengthen the recognition and reward system for undergraduate teaching.

### Richard Mims

Many of you, especially those of you who have worked with out BAIS program on the Campuses, have come to know Richard Mims, the Director of the BAIS program in the College of Applied Professional Sciences. I wanted you to know that Richard had a heart attack approximately three weeks ago but that he is making good progress in recovery.

### BAIS Capstone Course

The College of Applied Professional Sciences is attempting now to implement the initiation of a "capstone course" requirement for its BAIS seniors. This will apply to the University Campuses. Capstone courses are becoming increasingly popular on college campuses as

more attention is being given to what our Division of Continuing Education has come to call "The Senior Year Experience." It is my understanding that the initial phase and implementation of instruction of the capstone course will be provided by Applied Professional Sciences faculty and subsequent to that, faculty on the University Campuses will be utilized.

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UNIVERSITY CAMPUSES  
 FACULTY SALARY DATA BY YEAR OF EMPLOYMENT AND RANK  
 FULL-TIME ~ NINE MONTH EDUIVALENr SALARY

REPORT '11 MARCH 12. 1990

	YEAR	RANK	LOW	HIGH	AVG
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1	65	ASSOCIATE	____	____	____
1	66	ASSOCIATE	____	____	____ ~
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1	69	ASSISTANT	----	____	____
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		ASSOCIATE	----	____	____
1	71	ASSOCIATE	____	____	29.
1		PROFESSOR	----	____	____
1	72	ASSOCIATE	____	____	33.6
1		PROFESSOR	----	____	____
1	73	ASSOCIATE	____	____	32.4
1		PROFESSOR	____	____	39.8
~	74	ASSOCIATE	29.9	34.7	32.4

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UNIVERSITY CAMPUSES  
FACULTY SALARY DATA BY ACADEMIC RANK  
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UNIVERSITY CAMPUSES  
FACULTY SALARY DATA BY ACADEMIC DEGREE  
FULL-TIME ~ NINE MONTH EQUIVALENT SALARY

REPORT ;~3 MARCH 12. 1990

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UNIVERSITY CAMPUSES  
FACULTY SALARY DATA BY YEARS OF SERVICE AT USC  
FULL-TIME ~ NINE MONTH EQUIVALENT SALARY

REPORT -'4 MARCH 12. 199a

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UNIVERSITY CAMPUSES  
FACULTY SALARY DATA BY TEACHING EXPERIENCE IN H16HER EDUC  
AND ACADEMIC DEGREE  
FULL-TIME ~ NINE MONTH ECUVALENT SALARY

REPORT ,:6 MARCH 12. 1oon

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MARCH 12. 1990

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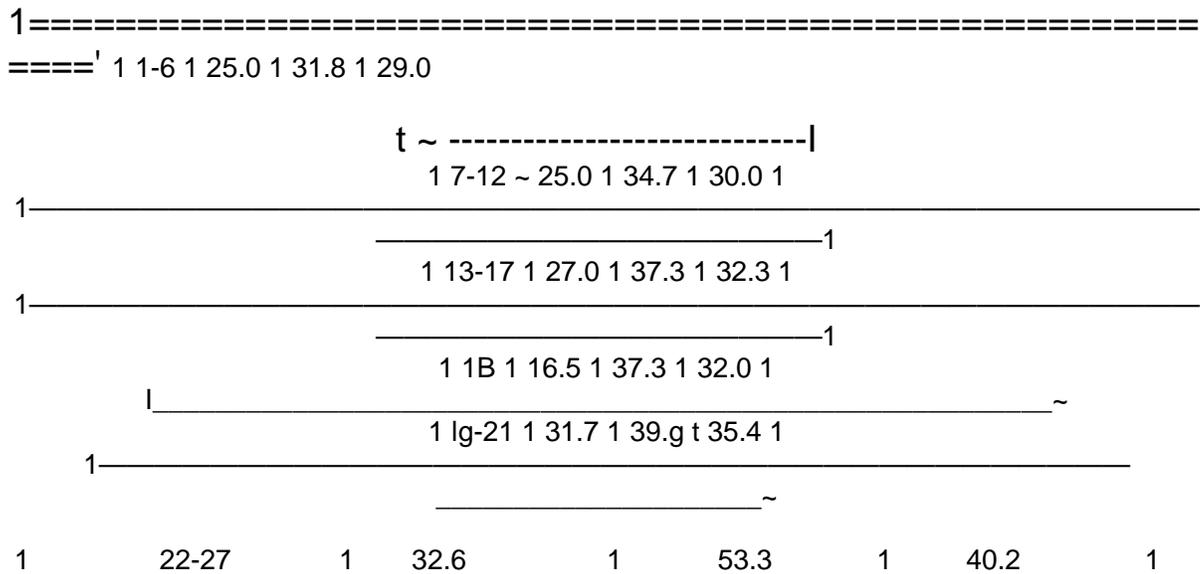
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USC-SUMTER  
 ASSOCIATE DEGREE REQUIREMENTS

1. COURSE REQUIREMENTS: ASSOCIATE OF ARTS ASSOCIATE OF SCIENCE

SEMESTER HDURS s~Mk.qT~R nmlR.n

ENGLISH 101, 102 .....

HUMANITIES/FINE ARTS

- Art; Engilsh (200 level or higher);
- Forelgn Language; Hlstory; Muslc;
- Philosophy; Religious Studies; Theatre

and SPeech; Women's Studies 111 9 - ~ n

SOCIAL/BEHAVIORAL SCIENCES

- Anthropology; Economics; Geography;
- Government and International Studies;**
- Psychology; Sociology; Women's Studles 112 9

NATURAL SCIENCES \*

- Astronomy; Blology; Chemistry;
- Gedlogy; Marine Science; Physics; Women's

Studies 113 ..... . 7-n

MATHEMATICS (Must be Math 111 or higher) , 3

FREE ELECTIVES (May not include English 100,

Math 100 or UCAM 120) , ..... ~ . 24 - 27

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2. Cumulative 2.0 GPA

3. Fifteen semester hours earned from the University of South Carolina

4, No more than 15 hours of non-traditional credits which Includes DANTEs, CLEP and Military experience

5, Must Include six hours of courses other than English 101, 102 designated as Writing Intensive \*\*

Must Include three hours of courses designated as oral communication intensive. \*

\* includes at least one course with laboratory \*\* to go into effect Fall 1991 Credit hours exempted by placement from., English and Mathematics requirements must be completed as free electives; the student must complete 60 hours exclusive of exempted hours. In Foreign Languages, exemption from IOI-IC2 cannot substitute for hours toward the requirement in HUM-INTL.SIFTNF APT.R

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USC BEAUFORT

A.S.SOCIETY DEGREE REQUIREMENT

IF A STUDENT HAS EARNED 60 HOURS OF THE GENERAL EDUCATION REQUIREMENTS TOWARD A PUBLISHED BACCALAUREATE DEGREE FROM A FOUR-YEAR USC CAMPUS, WITH A MINIMUM OF 15 HOURS FROM THE USCB CAMPUS, THAT STUDENT IS TO BE AWARDED AN ASSOCIATE DEGREE

STUDENTS OBTAINING A B.A. DEGREE AND OTHER STUDENTS DESERVING THE ASSOCIATE DEGREE WILL NEED TO MEET THE FOLLOWING REQUIREMENTS FOR THE ASSOCIATE DEGREE:

SEMESTER HOURS

A.A.            A.S.

English 101-102. . . . .6

Mathematics 111-122 or higher sequence; other higher level mathematics; computer science; BADM 225-226, 291-292; PHIL 110. . . . . 6

Anthropology; economics; government & international studies; psychology; sociology; geography. . . . .6

Astronomy; biology; chemistry; marine science; physics; geolo~Y. . . . .6

Art; art history; English (200 level & above); foreign language; history (100 & 200 level1; philosophy; music; religion; theatre/speech. 12

Electives. . . . . 24

TOTAL HOURS 60

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FACULTY LIBRARY COMMITTEE

Minutes

March 9, 1990

1:30 - 2:10 p.m.

Present: Dan Barron, Matthew 13ruccoli, John Catalano, Ben Gimarc, Jim Keith, Patrick Scott, Arthur Young.

I. Committee Visits to Campus Colleges and Departments

Dan Barron opened the meeting with discussion of the visits with campus colleges and departments. Members mentioned that some departments were not interested in meeting with the Committee.

On the whole, the visits were positive. Many departments did not know they had a library selector Comments and questions were varied. The Committee saw no areas that would need their attention. Members agreed that Thomas Cooper Library could address these comments. Dan Barron will work with Arthur Young on this.

A firm commitment was made to continue visits throughout this semester. Written reports of visits should be forwarded to Dan Barron.

The possibility of articles in *USC Times* explaining the library selector's function and reporting the Committee's visitations was discussed.

A report will be given to the Faculty Senate in April or May

## II. Thomas Cooper Library Budget Increase

In response to the budget crunch, members agreed as a committee to be a watchdog for the 5% increase in budget that has been allocated for the Thomas Cooper Library. Dan Barron will send a memorandum to the Provost regarding the Committee's support of the Library's need for the budget increase.

## III. Other Business

Dan Barron will contact members if an April meeting is needed. Tentative meeting will be Friday, April 13th, 1:30 P.M.

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## ATTACHMENT 4

### UNIVERSITY OF SOUTH CAROLINA

COLUMBIA S.C. 28208

THOMAS COOPER LIBRARY

March 1, 1990

TO: Professor Gunther J. Holst, Chair,  
Columbia Campus Faculty Senate

FROM: Academic Planning Committee,  
Alexander M. Gilchrist, Chair

SUBJECT: Welfare Committee Report

In response to the request of the Senate Steering Committee, the Academic Planning Committee has discussed recommendations 2, 4, 5, and 7 from the Welfare Committee Report. Before stating our conclusions, we feel it important to point out that the Academic Planning Committee is an advisory committee to the President, with System-wide representation. Our conclusions are as follows:

*Recommendation 2: Keep the traditions of the four-year and two-year campuses within their supposed limitations. The four-year colleges desire to add two-year programs, the two-year campuses wish to add four-year colleges, and they each are imposed limits. But can the state, can the University, and the faculty building?*

The assumption made here is that there are "supposed limitations" set on campuses within the USC System. The position of the University on this is contained in *A Statement of Commitment, Purpose* (Office of Institutional Planning, June 1989). Each of the campuses, including the Columbia campus, has a role to play and a mission to fulfill within the System. Of particular note is the statement in that document that the senior system campuses "play an expanding role in the University's graduate mission" as community needs demand and faculty quality allows. It is also worth considering here that from the standpoint of the State and the System it is not necessarily always inefficient to decentralize the offering of programs.

This Committee feels, however, that the future growth of the University System as a whole, and the relationships among the nine campuses in particular, need to be carefully re-examined, with an eye toward fostering more comprehensive and integrated planning. It would seem also that this period of self-study would be an ideal time to begin this re-examination.

As far as aspirations are concerned, it seems proper and desirable in an academic community to foster these, rather than to limit them. We do agree, however, that aspirations should be cognizant of fiscal realities and fiscal responsibility.

The University of South Carolina USC Aiken; USC Salkehatchie, Allendale; USC Beaufort; USC Columbia; Coastal Carolina; USC Lenoir-Rhyne; USC Lancaster; USC Spartanburg; USC Sumter; USC Union; and the Military Campus.

*Recommendation: Impose an immediate three-year moratorium on all new programs that operate at a deficit. Departments and colleges follow the principle of expansion, and it is natural for them to wish to broaden their offerings. Almost invariably, however, no allowance is made for operational costs and a department's or college's pie is sliced into ever smaller slices. Re-examine the situation in three years. If the university's financial health has improved, lift the moratorium; if not, leave it in place.*

The Welfare Committee's call for a moratorium on all new programs that operate at a deficit seems to this Committee unwise. While all proposed programs must, under existing University procedures, identify projected costs, we are not at all sure how one would measure or gauge the likelihood of any future program generating a deficit (or a profit). If, as often happens, the State agrees to fund the new costs, does that mean that no deficit is conceivable? If fewer students than expected are served by the program, does that mean there is a deficit? If money is shifted from one **unit to another to cover costs**, does this mean there is a hidden deficit? Such questions illustrate, we believe, the difficulty of measuring or identifying a deficit in this context. A university's investing in a new academic program is not directly analogous to a business firm's investing in a new product line.

While we certainly agree with the Welfare Committee that costs are an important criterion for evaluating any proposal for a new program, we object to the implication that it should be the sole criterion. A program intended to serve community needs, or foster improvements in faculty, or facilitate faculty research, or enhance student performance might well be justifiable, even if such a program might be by some measure or measures expected to generate a deficit. The evaluation of academic programs should never be reduced to a matter solely of dollars and cents, and we feel sure that the Welfare Committee would not wish to appear to endorse such a view.

It is recommended, however, that any committees that consider the establishing of new programs or institutes consider specifically the costs associated with these, as well as where these funds will be found.

*Recommendation: Review programs instituted during the past ten years which claimed that they would produce revenue and make up for the costs of faculty and materials as to whether they have made good on their promises. Abandon those which have failed to do so.*

It is this Committee's view that the procedures currently in operation should be adequate for the evaluation of existing academic programs, including those instituted in the previous decade. These procedures include (1) periodic reviews by the Commission on Higher Education; (2) the ongoing SACS self-study; and (3) the ongoing strategic planning process. This Committee has not attempted to make any assessment as to whether or not the results of previous reviews have been applied aggressively in the University's budgeting or planning processes. It is our recommendation that the current Institutional Self-Study Committee pay particular attention to the effectiveness and application of these reviews in

considering the phasing out of non-productive academic programs. We also urge that the Curriculum and Courses Committee and the Graduate Council be specifically empowered to study these evaluations and recommend appropriate action. With the information currently being supplied by the Office of the Provost, these committees should be able to deal effectively with this issue. ~

As in our response to recommendation 4 above, we also feel it proper to point out that there are other criteria needed to test the worth of a program in addition to the program's ability to produce revenue.

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7. Fill faculty vacancies caused by resignation, retirement, or other causes only after

department faculty, departmental chair, college dean, and provost have agreed that a replacement is absolutely vital. This approach would serve to reduce the number of faculty in units whose mission has changed or where the field is marginal. Encourage units to build on strength, not on weaknesses.

The Welfare Committee's suggestion that faculty vacancies be filled only after department faculty, department chair, college dean, and provost have agreed that replacements are "absolutely vital" is already the standard operating procedure at the University. If they feel, however, that this procedure is often violated, then the seriousness of the situation would suggest that the instances be brought to the attention of the appropriate authority.

The assessment of changes in mission or of the marginality of certain fields should certainly be an important and explicit part of the evaluation procedures listed in our response to recommendation 5 above. If this is not presently the case, then we urge that The Faculty Advisory Committee study this review process and recommend to the Senate action to make it so.

Academic Planning Committee:

Amy C. Adams (Student) Kristie M. Bjorndal (Student) Sandra P. Bowden (Coastal)  
Charles S. Bryan (Medicine) John Todd Craig (Student) Stephen L. Gardner (Aiken)  
Alexander M. Gilchrist (Library), Chair James N. Hardin, Jr. (Foreign Languages) Bruce G.  
Nims (Lancaster) John N. Olsgaard (Provost's Office) Russell R. Pate (Exercise & Physical Education)  
Daniel R. Sabia, Jr. (GINT) Miriam F. Shelden (Spartanburg) Sarah B. Wise (Appl. Prof. Sciences)

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STATEMENT OF PURPOSE

THE UNIVERSITY OF SOUTH CAROLINA STATEMENT

The University of South Carolina is a major comprehensive public institution consisting of nine distinct campuses. Since its founding in 1808 on what is now the Homeshoe of the Colwick

campus. the institudon has grown into a Univcrsiq system of nadonally recognized qualiry. lthrough its networ1c of campuses and a rich mircure of programs. including research and public sen~ice. the University serves the entire state and provides leadeship in its economic development Recogrizing the greet potendal that increased global hteracion holds for the unpmvement of ovesall qualiq of life. the Univemiq of South Carolina is an eme~ng **partner in the devdopment of prog~ of nadonal and intemadonal significance.**

Because of the advancement in ins~uctional technology and the development of mulUple **delivery systems. each campus is capable of drawing upon the resources of the endre Unive~ty and using them to** serve numen~us locadons and cc~nstituencies. As a result, the c~rnmpuses have b~ecome Umversiq L=rnhg **Centrm: centers of intellectmal and cultural vitality, each with a unique missio'L offennq a divetse selection of educadonal ps~g~ms of hi gh q~aality accessible th~ughout the state.**

The Unive~ty System seelcs to anticipate the changing needs of a g~u~ing South Can~lina and to prepare infonned and pr~ductive citizens, able to adapt to an increasingly comple:c envis~ment.

The fimdarnental purpose of the University of South Carolina is to foster e:cellence in undergraduate and graduate education. n~search. and service programs, accessible to citizens of the state through

#### THE Utlt)ERGRADUATE PROGRAMS AT ALL NINE CAMPUSES

USC BeautorL USC Lancaster. US C Salkehatchie, USC Sumter and USC Union. as University Campuses. grant associate degrees and offer limited upper division course~vork. credit~able toward baccalaureate degrees within the University System.

USC Aiken. USC Coastal Can~lina College. and USC Spartanburg, as senior inshtutions. grant baccalaureate degrees and a limited tn~mber of associate degrees.

USC Columbia. the flagship campus, offers a comprchensive array of baccalaureate degree programs covenng most fields of academic study, including a variety of professional ane,K.

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#### THE SYmM~IDE GRADUATE SCTIOOL

Faculty from all nine campuses participate in the Graduate School which is administered at USC Columbia, a major graduate research instimrion and the only campus in the system which g~nts masters and doctoral level degrees.

At the senior system campuses graduate level coursework is offered in various forms. These campusa coninue to play an expanding ~le in the University's graduate mission through local faculty **strengths** and ttuT,ugh advances in instructional technology, **largely in response to hxsmsed community needs for particular graduate and professional pro**

Univessiq compuses complement their basic missions with Graduate Rcgional Studies courses made available either from within their own facslldes or f~m the senior system campuses.

#### THE UNIVERSrrY'S RESEARCH, SCHOLARSIIIP AND PUBLIC SERVICE ~TLATIVES

~ part of its overall mission to discover, disseminate and apply knowledge, the University supports and develops significant research programs and scholarship.

The University's research and scholarship efforts, faculty expertise, and general resources are increasingly important to the economic growth of the state and the resolution of an array of social, political, and economic issues.

Each campus is committed to enriching the quality of life of its community through the performing and fine arts, extensive community service and continuing

education programs.

## THE UNIVERSITY'S DIVERSE POPULATION

The University creates a multi-ethnic and multicultural institutional environment by attracting administrators, faculty, and students from diverse racial and cultural backgrounds and representing different regions of the state, nation and world.

The University is actively involved with international programs and encourages the development of student and faculty scholarship and research on topics of international relevance.

The University of South Carolina is a strong and vital system with a distinctive combination of programs and services provided through a diversified network of campuses with unique missions.

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### G. Academic Planning Committee, Professor Gilchrist, Chair:

Gilchrist referred to the committee report, received as a handout (Attachment IV), and noted it is made in response to a request from Faculty Senate Steering Committee. He made two editorial changes. On page 1, underline "A Statement of Common Purpose" and on page 3 change Russell R. Pate to Exercise Science. He pointed out the report gives the committee's conclusions to recommendations 2,4,5 and 7 of a Faculty Welfare Committee report received by Senate in October 1989. The Academic Planning Committee report is presented to the Senate as information.

Professor Becker (HIST), the past chair of Faculty Welfare Committee, made the following statement concerning the Academic Planning Committee report.

"Those of you who do not have the report from Academic Planning Committee (APC) will of course be able to read it in next minutes. The new testament urges "Let your yea be yea and your nay nay." If the APC response is a bit of both yea yea and nay nay that probably owes to the need to satisfy more than one master reflected in the committee's composition. It consists of students, faculty members from the Columbia campus, and representatives from the two and four year campuses. When I appeared before the APC the representative from a two year campus immediately corrected my terminology. These are not two year campuses he said but university campuses and that means that their function extends far beyond that of a regular two year campus limited to

awarding an associate degree. Thoroughly chastened I then heard from a four year campus representative who bristled at the audacity of the Columbia Faculty Welfare Committee (FWC) to tell the regional campuses that they could not offer graduate degrees. He referred to the plan by the four year campuses to start M.Ed. programs. The same intention was also voiced in a letter to the chair of the APC from the Spartanburg faculty. Because of the fundamental questions approached here, I think it may be instructive for all faculty members to read Professor Bruce's letter and my response which I will enter into evidence, so to speak, and I will give them to the secretary to be included. My letter reiterates the main points of the FWC and I don't wish to bore you with the repetition. Only two major conclusions bear repeating as they are central to the views of FWC. First the university has over extended in its commitments. It cannot adequately equip itself to meet its present obligations to faculty, operations, and maintenance. Second, if the financial situation is to improve it can be done only internally to the

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rethinking of priorities and policy of austerity. The plans of the various campuses explain the cryptic reference to decentralization of programs and aspirations mentioned by the APC on the first page of its report. The FWC was and is not concerned about what the other campuses wish to do ultimately. It was and is concerned with costs and how to keep them under control. For example, if a substantial portion of a program is decentralized but also costs more money then there should be decentralization only if the expenses of the central unit are correspondingly lowered. With respect to weighing new or expanding programs only as a matter of dollars and cents, of course that should not be the only criteria. But it is a part because this aspect has been ignored in the past that we now face a fiscal crunch. It is not going to harm the university if it were to apply mostly fiscal considerations until this situation is under control again.

Gilchrist noted the term aspiration came from the Faculty Welfare Committee report. He questioned the concern that the make-up of Academic Planning Committee was an indication that it served more than one master. The committee serves as an advisory group on academic matters relating to the University of South Carolina. In this case, they considered the Faculty Welfare Committee's recommendations and responded, he felt, in a measured and practical way.

Holst said that he would deliberate with Faculty Steering Committee as to the next step. He then brought the agenda back to its previously suspended report.

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**UNIVERSITY OF SOUTH CAROLINA**  
COLUMBIA, S.C. 29208

DEPARTMENT OF HISTORY

March 6, 1990

Dr. William C. Bruce Faculty Secretary University of South Carolina at Spartanburg  
Spartanburg, SC 29303

Dear Dr. Bruce:

Thank you for sending me a copy of your letter of February 21, 1990 to Mr. Alexander Gilchrist, Chair of the USC System Academic Planning Committee. It is a courtesy which was not extended to me by the writers of the letters from the Aiken and the Coastal Carolina campuses. As you identify your position substantially with theirs, I take it for granted that their message is fundamentally the same.

I notice with regret that you clearly misunderstood the message of the USC Columbia Faculty Welfare Committee. Let me summarize the major ingredients of the report:

### FACTS

1. There has not been for the past fifteen years, and there is not now, enough money to pay faculty salaries at an adequate level.
2. The level of overall compensation places us at the bottom of the southeast. Benefits could, of course, be raised unilaterally by the university through an increase in salaries, but see Point 1.
3. There is not enough money for operating budgets commensurate with academic requirements.
4. There is not enough money for maintenance of buildings and grounds. Only two or three buildings on the Columbia campus are in perfect repair, all others suffer from what is euphemistically called "deferred maintenance" and tend to look twice their age.

The University of South Carolina USC Aiken, USC Salkehatchee, Allendale; USC Beaufort; USC Columbia; Coastal Carolina College. Conway: USC Lancaster. USC Spartanburg. USC Sumter. USC Union. and the Military Camm-

Dr. William C. Bruce  
Page Two  
March 6, 1990

5. There are only two sources of revenue. One of **these is tuition**, already the highest in the **southeast** and difficult to raise further. The other one is state appropriations, which have been inadequate to pay for everything the university has wanted to do and are not likely to increase in the future.

### CONCLUSIONS

1. The university is overextended in its commitments. It cannot adequately acquit itself of its present obligations to faculty, operations, and maintenance.
2. If the financial situation is to improve, it can be done only internally, through a rethinking of priorities and a policy of austerity.

In order to accomplish the last point, the Faculty Welfare Committee introduced a number of recommendations, all of which were intended to take a sharp look at the university's operations and expenditures, from high to low, covering all activities, and affecting all campuses alike.

I wish to point out that so far no one--repeat, no one--has disagreed with the facts and the conclusions presented by the Faculty Welfare Committee. Divided minds enter only when we come to what can be done about the fiscal situation. Especially when it comes to potential sacrifices, the response so far has been rather self-centered and self-serving. Sacrifices ? By all means, as long as someone else makes them.

If, in a situation where the budget currently is unable to meet all obligations satisfactorily, the university adds programs or expands programs without additional funding, either through tuition or special appropriations from the legislature, it can only be done at the expense of existing programs. Except for a few people, either individual professors or administrators, the majority of the faculty, through con~tinued inadequate salaries, and operational budgets will have to bear the additional burden.

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Dr. William C. Bruce  
Page Three  
March 6. 1990

The four- and two-year campuses would be entitled to outrage if the recommendations affected only them, if sacrifices or rethinking were expected only from them. That is clearly not the case.

You might even be justified with your resentments if the Columbia faculty intended to dictate your future course of action. That also is not the case. Regardless of what your ambitions may be, the USC Columbia Faculty Welfare Committee proceeded from the assumption that all campuses are part of a system which jointly suffers from financial difficulties and that the shortcomings diagnosed on the Columbia campus equally afflict the two- and four-year campuses.

Perhaps the USC Columbia Faculty Welfare Committee was wrong. If we take your response at face value, then apparently there is no shortage of money on your campus to pay for operations, maintain buildings and grounds, and raise your faculty salaries. The last time I looked, however, faculty salaries on the other campuses were even lower than on the Columbia campus.

I trust that as the Faculty Secretary on the Spartanburg Campus you will disseminate this letter to the members of your faculty.

Sincerely yours,

\;~

Peter Becker  
Past Chair  
Faculty Welfare Committee

cc: Mr. Alexander Gilchrist  
Dr. Gunther Holst  
Dr. Ron Ingle  
Dr. Blanche Premo-Hopkins  
Dr. John Duffy

Dr. Art Smith

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MEMORANDUM OF AGREEMENT

Ada B. Thomas Scholarship Fund

THIS MEMORANDUM OF AGREEMENT, made this 3/ day of January, 1990, by and between Friends of Ada B. Thomas, hereinafter referred to as the "Donor" and The University of South Carolina Educational Foundation, hereinafter referred to as the "Foundation", an eleemosynary corporation established in Columbia, South Carolina for the exclusive benefit of the University of South Carolina.

WITNESSETH:

The Donor has contributed \$500 and has agreed to contribute \$5,000 or more to establish a permanently endowed Scholarship Fund in The University of South Carolina Educational Foundation in honor of Ada B. Thomas, upon her retirement from the University. The Foundation agrees the gift will be used for that purpose, and subject to the conditions stated:

1. Said funds shall be held and administered by the Foundation and will be known as the Ada B. Thomas Scholarship Fund.
2. The Foundation or its appointee(s) shall have full authority and discretion to invest said funds either separately or pooled with other funds held in its fiduciary capacity.
3. The annual income only from the fund shall be used to award scholarship(s) in number and amount as income will allow.

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4. The scholarship(s) will be awarded by a system-wide faculty committee of no less than five members with representation from each University Campus. The scholarship(s) will be awarded to student(s) transferring from one of the five University Campuses to the Columbia Campus of USC. The student(s) may enroll in any discipline and the scholarship(s) will be awarded by the committee based on merit and need. The Committee may adopt procedures to carry out these criteria.
5. The Donor or other persons may from time to time add to this fund additional monies, securities, or other assets which, if acceptable to and accepted by the Foundation, shall become subject to all the covenants, terms and conditions of the Agreement.

IN WITNESS I~HEREOF the Donor has caused these presents to be duly authorized, and the Foundation has hereunto set its hand and seal this '~/ daY of January 1990.

DONOR: FRIENDS OF ADA B. THOMAS

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THE UNIVERSITY OF SOUTH CAROLI  
F~ITCATIONAL FOUNDATION

Chris Vlahoplus  
Executive Director

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REPORT OF THE CHANCELLOR FOR  
UNIVERSITY CAMPUSES AND CONTINUING EDUCATION

TO THE UNIVERSITY CAMPUSES FACULTY SENATE

APRIL 12, 1990

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Status of Appropriations Bill

The budget bill for the state is now being considered by the Senate. The Senate has determined that it will work from the Budget and Control Board figures rather than from the House figures. As you know, when it left the House it had an appropriation for higher education which was approximately 86% of the Formula. The Senate is starting with 91% of Formula. It is too early at this point to predict the final outcome on the budget. However, it is apparent that we will be considerably short of Formula and we will have to deal with the budget accordingly. I am circulating with these comments the "FY91 Budget Discussion Document" which sets some guidelines for budget planning in the next year.

Status of Off-Campus Program Proposals

Our CHE Off-Campus Program Proposals will be considered by the Academic Affairs Committee of CHE next Thursday, April 19. Since I will be out-of-town on a Southern Association visit, John Gardner will be with the Provost for this discussion. Our deans have been in touch with various members of the Academic Affairs Committee and at this point we do not anticipate any difficulties.

Status of Upper-Division BADM Course Offerings

You should be aware that the Provost's Office is still discussing the question of the status of upper-division Business Administration courses on our campuses with the College of Business.

Hiring Freeze

We are currently in a hiring freeze which affects all but instructional positions. We anticipate that this will continue through the rest of the fiscal year.

USC-Beaufort Dean Search Status

You are probably aware that we made an offer for the deanship at Beaufort to Dr. Larry Jones. For personal reasons Dr. Jones was

unable to accept this offer. Thus, we have reopened the search on a national basis and at the same time we are encouraging people within the System to submit applications for the position.

USC-Sumter Four-Year Status

Sumter is planning to request that the President send a letter of intent on four-year status to the Commission on Higher Education.

Tuition

Questions have arisen as to what tuition will be next year. Essentially, at this point \$655,000 has been put into the University Campuses budgets for the purpose of tuition reduction. This will not reduce our fees to equality with TEC. That is impossible because of higher salaries for faculty, lower loads, and we charge certain fees that TEC does not such as tuition fee, renovation reserve fee, and student fees. We do not have a figure on the amount that tuition will be lowered at this point.

### Promotional Increments for FY90-91

Faculty raises are still an open item pending the passage of the state appropriations bill. We have agreed to go along with the Provost's proposal for incremental raises for faculty who have been promoted to assistant, associate, and full professor. A copy of the incremental raise recommendations is attached to these comments.

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### GUIDING PRINCIPLES TO BE USED IN BUDGET ADJUSTMENT

1. Cuts should not be made in areas that would have greater negative revenue impact than costs savings.
2. Cuts should be managed in such a manner that least effects current or future revenue receipts.
3. Resources should be applied and directed in a manner that increases productivity in the areas that generate the greatest revenue return for the dollar spent.
4. Essential program services must be protected to the extent possible.
5. Emphasis will be placed on addressing appropriate funding levels for existing programs prior to consideration of implementing new programs or activities. There are by necessity circumstances and opportunities that warrant or dictate the establishment of new programs in times of budget difficulty.
6. After having made specific program cuts, across the board budget reductions though undesirable are often necessary. In lieu of targeting specific line item expenditure which is somewhat arbitrary and does not tend to spread across the board cuts evenly, the forms of reductions should be applied evenly with the total base budgets of the units being used as the basis against which the reductions are assessed.
7. Every effort should be made to minimize the student fee increase proposed to the board. Fee increases proposed to the board must carefully weigh the institutions responsibility and commitment to providing a quality education to the student against the economic realities of the students financial capacity.

10 YEAR COMPARISON OF FORMUI~ RECOMMENDATION AND ACTUAL APPROPRIATION  
VSC COLUMBIA

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YEAR	CIIE FORI1ULA	STATE ~ OF APPROPRIATION FORMULA		ANNUAL SHORTFALL	CUMULATIVE SHORTFALL
19f11-82	78,383,305	71,799,107	91.6%	6,584,198	6,584,198
1982-83	85,169,859	71,960,076	80.7%	17,209,783	23,793,980
1983-84	84,647,914	78,637,912	92.9%	6,010,002	29,803,982
1984--85	88,424,639	88,159,365	99.7%	265,274	30,069,256
1985-86	99,397,108	98,005,548	98.6%	1,391,560	31,460,816
1986--87	109,861,299	101,731,563	92.6%	8,129,736	39,590,552
1987-88	120,091,916	105,921,070	88.2%	14,170,846	53,761,398
1988--89	123,713,806	115,301,267	93.2%	8,412,539	62,173,937
1989-90	129,658,423	117,989,165	91.0%	11,669,258	73,843,195
199()-91	137,716,357	117,236,650	85.1%	20,479,707	94,322,902

AVERAGE FO-IULA % AIID ANNUAL SHORTFALL

91.4% 9,432,290  
=====

Instructor to Assistant Professor  
Assistant Professor to Associate Professor  
Associate Professor to Professor

APril 1990

Old	New
\$1,800	\$2,100 \$2,500
\$2,200	\$2,750 \$3,750

REPORT OF THE VICE CHANCELLOR FOR  
UNIVERSITY CAMPUSES AND CONTINUING EDUCATION

TO THE UNIVERSITY CAMPUSES FACULTY SENATE

APRIL 13, 90  
11.--RFAITFORT

Adult Learner Conference

This May 28-30 we will be holding our 5th Annual National Conference on the Adult Learner. This is an outstanding national conference addressing the unique needs of what characteristic profile of the University Campuses student. If you have an interest in attending, please coordinate plans and registration with Mary Kay Hall in my office and with John May.

Faculty Manual

This is to provide a succinct statement of the role of this office in the review of the Faculty Manual currently under consideration by the University Campuses Faculty Senate. After the Senate takes its final action on a draft of the Faculty Manual, said action being duly recorded in the minutes of this Friday, the Office of the Chancellor will undertake a formal administrative review. This review will involve the Deans of the University Campuses, Office of the System

Vice President for Personnel, and by the Legal Counsel. We plan to hold a meeting of the Deans of the University to discuss this document. We will ask Professor Dockery to join this meeting for his input and clarification. Any changes we make to the document that you have voted to approve, of course, we will inform you of. This is to commend Jerry Dockery and his committee for the extremely cooperative way they have worked with this office in the review process. Mary Derrick and David Hunter will be assisting me in this process of review and, of course, the Chancellor will also be involved.

#### Affirmative Action Officer Search

The search has been suspended for the duration of the hiring

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#### Integrated Skills Reinforcement Project at USC-Sumter

Some of you may recall that at the Salkehatchie meeting of the Senate last year, Professor JoAnne Anderson of LaGuardia Community College visited with our faculty and talked about the Integrated Skills Reinforcement Project which she has successfully implemented at that institution and a number of other colleges as well. I am pleased to report that this concept has been replicated by the dedicated and conscientious faculty at USC-Sumter. If the faculty from any of the other campuses would be interested in pursuing this project on their own campus, please discuss with David Hunter

and/or myself. For a first-hand report of the impact of this project at Sumter, please discuss with Senator Logue and/or Dean Tom Lisk.

#### Marketina Survev for USC-Beaufort at Hilton Head

Through the auspices of this office we contracted with Professor William Bearden of the USC College of Business Administration to conduct a marketing survey of Hilton Head residents' perceived needs for higher education in that area. If any of the faculty would like to read a copy of this document, you need to contact me. Basically, what was determined that there was a strong potential needs for higher education on the island; that awareness of existing opportunities does need to be increased; that the awareness of the USC programs is significantly greater than that of those offered by the Technical College of the Low Country.

#### Dialogue on Teaching

On March 23, this office and the Office of the Provost sponsored a System faculty "Dialogue on Teaching" which was attended by a number of faculty from the University Campuses and I appreciate very much their input. We plan to repeat a similar forum during the new faculty orientation workshop this coming August. This is one of a number of initiatives this office is undertaking jointly with the Office of the Provost to strengthen the recognition and reward system for undergraduate teaching.

#### Richard Mims

Many of you, especially those of you who have worked with out BAIS program on the Campuses, have come to know Richard Mims, the Director of the BAIS program in the College of Applied Professional Sciences. I wanted you to know that Richard had a heart attack approximately three weeks ago but that he is making good progress in recovery.

## BAIS Capstone Course

The College of Applied Professional Sciences is attempting now to implement the initiation of a "capstone course" requirement for its BAIS seniors. This will apply to the University Campuses. Capstone courses are becoming increasingly popular on college campuses as more attention is being given to what our Division of Continuing Education has come to call "The Senior Year Experience." It is my understanding that the initial phase and implementation of instruction of the capstone course will be provided by Applied Professional Sciences faculty and subsequent to that, faculty on the University Campuses will be utilized.