

**UNIVERSITY OF SOUTH CAROLINA**  
**Regional Campuses Faculty Senate**  
**USC Union**

Friday, November 17, 2006

Coffee..... 9:30 - 10:00 AM  
Lobby, Main Building

Morning Session .....10:00 - 10:30 AM  
Auditorium, Main Building

Welcome

Guest Speaker .....The Honorable Michael A. Anthony  
South Carolina House of Representatives, District #42

Standing Committees .....10:30 - 12:30 PM

I. Rights and Responsibilities  
Room 201, Main Building

II. Welfare  
Room 303, Main Building

III. System Affairs  
Room 202, Main Building

Executive Committee  
Auditorium, Main Building

Deans Meeting  
Room 203, Main Building

Luncheon.....12:30 - 1:30 PM  
Truluck Activity Center

Afternoon Session..... 1:30 - 4:00 PM  
Auditorium, Main Building





**Meeting of Friday, November 17, 2006  
USC Union, Auditorium, Main Building**

*Morning Session*

- 1) The Senate Chair, Kate Fritz, called the meeting to order at 10:00 A.M. She welcomed Dr. Duffy and thanked him for coming.
- 2) USC Union Dean Edwards welcomed the senators and introduced the guest speaker, Michael A. Anthony, South Carolina House of Representatives.
- 3) Representative Anthony addressed the senate and spoke about the support for the Union campus, which resulted in a 30 – 40% enrollment increase. He also discussed the problems with the K-12 standards and of the need for the property tax bill that was passed.
- 4) Chair Fritz announced room assignments and dismissed senators to the committee meetings at 10:30 A.M.

*Afternoon Session*

**I. Call to Order**

The senate was reconvened at 1:30 P.M.

**II. Correction/Approval of Minutes**

The minutes of the September 8th meeting were approved by voice vote.

**III. Reports from University Officers**

*A. Vice Provost and Executive Dean, Chris Plyler*

Dr. Plyler thanked Dean Edwards for the delicious lunch and the hospitality of the Union campus. He then presented his report as follows.

**University Searches:**

Rose Booze, Bicentennial Chair in Behavioral Neuroscience, has been appointed Associate VP for Research

Russ Pate, Professor in Exercise Science, has also accepted an appointment as Associate VP for Research and will be working with the Faculty Excellence Initiative

Christine Curtis, Professor of Chemical Engineering at Auburn University, has accepted an appointment as Vice Provost for Faculty Development, where she will be working with T&P issues, the FEI process, and the development of department chairs

Dennis Pruitt, VP for Student Affairs, has also formalized his responsibility for academic support services, and has been co-appointed as Vice Provost for Academic Support

Elise Ahyi, Assistant Provost at Tufts University, has been appointed Assistant Provost for Academic Policy

Provost Becker is in China strengthening relationships leading to student and faculty exchange opportunities

Development of single admissions application

**Update on BLS:** The Academic Affairs Committee of the Board of Trustees approved the BLS Proposal in yesterday's meeting. The proposal now goes to the full Board for consideration. From there, the proposal will go to the full Board of Trustees by December 16 > Commission on Higher Education and SACS (simultaneously) by February 15, 2007 > consideration by the CHE Advisory Committee on Academic Programs (on which the Provost and I sit) by March 21, 2007 > to the CHE Committee on Academic Affairs by April 5, 2007 > to the CHE full Commission on May 3, 2007. Assuming success at every level of review, the degree program will be in effect in fall 2007 and appearing in the *USC Bulletin*.

As you can see, we are in "wait and see" mode in terms of action by the Implementation Committee; however, I believe that immediately after full Board of Trustees approval occurs in mid-December, it will be necessary to convene the Implementation Committee very soon after the new year to begin the planning of academic processes/procedures associated with every facet of an academic unit. I am in the process of obtaining an inventory of what those responsibilities are.

Currently, Associate Vice Provost, Carolyn West, is responsible for the coordination of scheduling Palmetto Programs courses, faculty orientation/training in distance education, and convening the Faculty Implementation Committee. Dr. West has been a constant in the formation and development of the Palmetto College/Programs and shares responsibility for transitioning from concept to real-time program(s). Suffice it to say that she has been an important catalyst in this initiative. Unfortunately, all good things come to an end as Dr. West has announced her retirement effective December 31, 2006, and I now anguish over how to continue her responsibilities after the new year. My present thinking is to have a decision about the position of Associate Vice Provost in late December, but I want to assure you that regardless of how the responsibilities inherent in

the position are assigned, the Faculty Implementation Committee will be “charting the course” for Palmetto Programs.

It is my contention that the authority of Palmetto Programs will originate with the faculties of the Regional Campuses and Credit Programs in cooperation with my office and the office of the Provost. The details of who does what will be discussed when the Faculty Implementation Committee convenes in the New Year. As I mentioned earlier, I am querying several USC Columbia offices to develop an inventory of all required processes associated with managing an academic unit.

### **Announcements:**

- Research/Scholarship Workshop: Friday, March 16, 2007, sponsored by the Division of Regional Campuses and Continuing Education, 9:30AM – 3PM, TBA
- **Where is the scholarship in the Scholarship of Engagement?**
- **Engaged Scholarship in Regional Campuses and Continuing Education**
- Scholarship is the hallmark of a faculty member's career. The scholarship of engagement is faculty involved in academically relevant work that simultaneously fulfills the campus mission and goals as well as community needs. Such scholarship may be within or integrative across teaching, research, and service.
- In this interactive workshop, participants will gain a better understanding of the meaning, characteristics, and models of scholarly engagement. They will explore ways in which faculty can frame and present their work as community-collaborative or engaged scholarship in the context of rigorous peer review and assessment. Finally, this workshop will review criteria, guidelines, and processes for university evaluation of the scholarship of engagement.
- Center for Teaching Excellence, Colloquium, Dr. Charles Dziuban "The Net Generation, Learning Styles, and Technology-Enhanced Education: Opportunities and Challenges" 10:30am-12:00pm BA 203  
--convey it to their colleagues who don't attend faculty meetings. Also, senators may get out of senate early enough to watch part of it.

Congratulations to Jim Privett, USC Sumter Professor of Chemistry, for recently being honored by the South Carolina Science Council (SCSC), which presented him with the organization's highest honor, the Dori Helms Award. Jim was also honored by Governor Sanford as a winner of the Governor's Award for Professor of the Year.

### ***B. Associate Vice Provost, Carolyn A. West***

Dr. West said that she had no formal report, but wanted instead to say goodbye. She said that she had served for over 26 years in the Senate. She encouraged those present to remember how important the Senate is and to know what it is that we do. We have dual

governance and need to use it. She told those present to pass on the institutional memory to others. She thanked Dr. Duffy for what he taught her about leadership and thanked Dr. Plyler and said that she loved working with him. Dr. West said that she will volunteer with the Center for Teaching Excellence so she will see us all in the future. Finally, she said that she will miss everyone and hopes that we stay in touch.

### ***C. Regional Campus Deans***

*USC Lancaster, John Catalano*

#### **STUDENTS**

Fall enrollment numbers are up by over 10%. Pre-registration numbers for Spring are also ahead of last year. New degree delivery agreements will soon be finalized with Upstate and Columbia that will allow USCL students to earn bachelors degrees in Early and Elementary Education as well as nursing without leaving the campus. Our new men's golf team won its first regional match and has played well since. Women's tennis, soccer, and softball are in the planning stages.

#### **FACULTY**

We are currently conducting six tenure track searches after working with the Faculty Hiring Priorities Committee. We expect to hire two mathematicians, an exercise physiologist, a philosopher, and two English professors to begin in Fall 2007. Professor Rebecca Parker, Director of Enrollment Management at USCL since 1994, has announced her retirement in December. The campus owes her a great deal for many years of excellent service.

Dr. John Griffin's new book, *Abraham Lincoln's Execution* (Pelican, 2006) is doing well. Dr. Walt Collins' book on post-colonial African authors has just been published. Dr. Cox spent most of May finishing the final rewrite of his book dealing with 1963. It is to be published by USC Press. I have asked Dr. Cox to coordinate a comprehensive list of the faculty's research, scholarship, and grant writing efforts each year. I have asked Dr. Collins, in his capacity as chairman of the Faculty organization, to inform the administration as to how best to recognize and publicize these faculty accomplishments.

#### **FINANCES**

Parity remains an issue. Three separate provisos in the state budget added \$950,000 (divided among deferred maintenance, parity, and paving) to our budget this year. Note that all three provisos are one-time money. Paul Johnson, new Business Manager and Director of Planning, has begun a comprehensive planning process for the campus. It will be a year long effort that will involve all parts of the Lancaster campus and community.

## **FACILITIES**

There are several facilities projects that are in progress this year. Here is a quick rundown:

Bookstore renovation (\$125,000) – Entirely funded by the NBC as part of an outsourcing contract.

Bradley Roofing Repairs (\$340,000) - Entirely funded by the general contractor after extensive mediation.

Bradley Interior Repairs (> \$1,000,000) – Same funding source.

Richards Tennis Complex (\$475,000) - \$350,000 grants and gifts, \$100,000 General Assembly Proviso, \$25,000 USCL R account.

Hubbard Hall HVAC (\$950,000) – Three separate General Assembly deferred maintenance appropriations Gregory H&WC Locker room Remodeling (\$120,000) – USCL Renovation Fee Reserve CRDC Older parking lot upgrades (\$22,000) – USCL Parking and Security Fund

Bundy Auditorium upgrades (\$140,000) – Gifts, grants, and the EF of USCL

So the total dollar amount of ongoing projects is over \$3,000,000 with only \$167,000 of USCL money used (approximately 5% of the total).

## **COMMUNITY**

The Performing Arts Series opened in August in the Bundy Auditorium. There are still tickets available for Ronnie Milsap on Dec 2. Julie Roberts, Deana Carter, Steve Azar, Buddy Jewell, and Blue Country are bringing the Great American Country Christmas Show on Dec. 16. Dr. Stephen Criswell did a great job of coordinating our first Native American Indian Studies Week in April, and has also made arrangements for the Catawba Festival to be held on campus next year for the first time.

### *USC Salkehatchie, Ann Carmichael*

Official enrollment according to Kudzu indicates a 20.46% increase in headcount and 19.76% increase in FTE over Fall 2005. This is the result of an aggressive recruiting effort by the admissions office and the athletic department.

Drs. Mary Hjelm and Arthur Mitchell recently completed an updated history of USC Salkehatchie to commemorate the 40<sup>th</sup> anniversary of the institution. This in-depth history has been printed, and copies will be available in the libraries of the West and East Campuses.

A distance education grant from USDA Rural Development for \$334,485 was recently awarded to USC Salkehatchie for distance education expansions (Smart classrooms) on both Salkehatchie campuses.

Searches are currently underway for professors in English, business, and nursing.

Anne Rice, Director of The Salkehatchie Leadership Institute, was presented with the 2006 Regional Economic Development Ambassador award at the Industry Appreciation Day hosted by South Carolina Regional Development Alliance in September.

The Student Government Association has recently hosted Wet 'n Wild Days (water slides) on the West and East Campuses, a Halloween party, Indian tailgate party, and a Carolina-Clemson Blood Drive.

The Opportunity Scholars Program held the third annual Brain Bowl on the USC Salkehatchie West Campus on Thursday, October 12, 2006. The event was well-attended by students, faculty, and staff.

The Opportunity Scholars Program also hosted the annual week-long International Festival. The festival offers a series of lectures by USC Salkehatchie faculty members on topics ranging from bull-fighting in Spain to Middle Eastern history and traditions.

Dr. Sarah Miller, professor of history, has initiated the creation of a faculty research forum. The Salkehatchie Research Forum is an informal, multi-disciplined discussion group. It allows faculty to share their research with colleagues and to engage in enlightened discussion about a variety of topics which stimulates the research and writing process. The group plans to meet once a month to report on progress and celebrate accomplishments. The committee will have their first meeting on December 1.

The Colleton Transportation Committee recently approved funds to pave four new parking areas on the East (Walterboro) Campus which will increase the number of student parking spaces available.

Brooke Strock, USC Salkehatchie freshman women's soccer player, was selected for the all star first-team at the Region X soccer tournament.

A lunch service is being provided in The Atrium of the West Campus two days a week. The service is provided by an area caterer and is open to the citizens of the community as well as the faculty, staff, and students.

#### *USC Sumter, Leslie Carpenter*

Since my last report to the Regional Campuses Faculty Senate on September 8, 2006, there have been a number of notable events and activities at USC Sumter.

**Human Resources:** USC Sumter has national searches underway for tenure-track appointments in Biology and French/Spanish. Searches are underway for several full-time staff positions, including Director of Continuing Education, Student Financial Aid Counselor, Maintenance Trades Specialist, Men's Baseball Coach, and Women's Softball or Soccer Coach. In addition to the basic duties, the coaches would have recruitment, instructional, and fund-raising duties. Two of our colleagues will be retiring at the end of December 2006: Institutional Research Analyst Star Kepner and Trades Specialist Tom

Bochette. Recent new appointments include Ms. Gail Pack as Director of Advisement and Counseling, Ms. Joyce Hodge as Administrative Assistant in the Office of University Advancement, and Mr. Chuck Wright as Institutional Research Analyst. Assuming additional duties as Director of Athletics is Mr. Bruce Blumberg, Associate Dean for Administrative and Financial Services. Since the inception of the TERI program, 25 USC Sumter employees have opted into the program. Of those 25, fifteen have already retired, three are scheduled to retire in FY 07, two in FY 08, four in FY 09, and one in FY 11.

**Enrollments:** Official enrollment figures at USC Sumter for the 2006 Fall Semester indicate a 6.67% headcount enrollment increase compared to last year, as well as a 2.49% FTE enrollment increase compared to last year. USC Sumter faculty and staff continue to work hard on initiatives intended to continue improvements in recruitment and retention of students.

**Students:** With the recent announcement that Intercollegiate Athletics would return to USC Sumter in the 2007-08 academic year, following an absence of 27 years, current and prospective students have shown great interest in these new programs.

**Facilities:** During the months of December and January, the HVAC control systems for both the Schwartz and Nettles Buildings will be replaced. During the Fall Semester, the garnet-colored trim on all of UCS Sumter's permanent buildings was freshly repainted.

**Recognitions:** USC Sumter proudly offers congratulations to Dr. Jim Privett, Professor of Chemistry and Chair of the Division of Science, Mathematics, and Engineering, on recently being selected in a state-wide competition as one of two Governor's Professors of the Year. In the past twelve years, Dr. Privett is the second USC Sumter faculty member to win this award, and two others were named as finalists. USC Sumter also extends wishes for health and happiness in retirement to Dean Jim Edwards and Dr. Carolyn West.

*USC Union, Jim Edwards*

Dean Hugh Rowland read the report and thanked both Dean Edwards and Dr. Carolyn West for their help and support to him.

### **Curriculum and Programs**

- **Robotics Project** — Working hand-in-hand with the Mayor of Union and the County Supervisor to address the training/educational needs of new industry. Created task force to work on project. Met with Spartanburg Community College officials to begin planning the education and training parts of the project. Plans call for city and county to fund the building a dedicated facility on Rt. 176 north and for USC Union and Spartanburg Community College to co-manage the facility. Faculty Staffing Plan will need to be revised to prepare for additional demands that we will incur in Physics, Math, Computer Science, and English.

- **Nursing Project** — Giving strong consideration to creating a nursing program. Have received good advice from Dean Carmichael and the new CEO of Wallace Thomson Hospital in Union.

### **Organizational Initiatives**

- **Strategic Planning** -- Created strategic planning group. Working intensively on Strategic Goal #1, Increasing enrollment. Enrollment is up approximately 12 % over last fall.
- **Campus Grounds Improvement** — Under the leadership of the Union/Laurens Commission for Higher Education, created work group to improve the physical appearance of the campus in the area towards Main Street.
- **Facilities Planning** — Created facilities planning group. Susan Jett has agreed to chair. Currently revising facilities request form.
- **Web Page Revisions** — Created working group to improve USC Union webpage and consider redesign elements. Group is composed of Bob Kearse, Bill Fetty, and Hugh Rowland.
- **Smoking Policy** — Created task force of stakeholder (faculty, students, and staff) to make recommendations on how to implement policy. Bob Kearse agreed to chair task force.
- **Smart Classroom Coordinator** — Created part-time coordinator position to improve “smart classroom” environments.

### **Assessment**

- **Writing Effectiveness** — Writing Effectiveness Committee, chaired by Professor Denise Shaw, is continuing its assessment work; developed writing effectiveness model (placement testing and grading rubric) over summer and Shaw and Ivey began testing it.
- **Math/Quantitative Skills** — Well on the way to developing a system of assessment in this domain.
- **Critical Thinking** — Professor Avery Fouts has agreed to begin work on assessing critical thinking.

### **Arts and Community Events**

- **Arts Council/Music Club of Union** — Co-sponsored two piano concerts: Ryan Smith and Emile Pandolfi. Served as site of Union County Arts Council Juried Arts Show in Main Building.

#### ***D. Assistant Vice Provost for Continuing Education, Sally Boyd***

Continuing Education Credit Programs has increased enrollment for Fall 2006 and increased course offerings for Spring 2007. Course offerings are planned in cooperation with academic units, and the increase is due largely to the efforts of Bob Hungerford, Evening Program director.

We continue to work with the BLS proposal, the BAIS degree, and the Adult Student Advancement Program.

Three of our faculty members have recently presented papers at academic conferences. Barbara Oswald (psychology), who is the advisor for a Magellan Scholar, made a presentation with her Magellan Scholar student. Janet Hudson (history) and Joe Pappin (philosophy) also made recent presentations.

Many of our faculty members are engaged in other pursuits that complement their academic endeavors. Patrick Saucier, a wonderful cook who has embarked on some low-key catering, provides tasty treats that make our faculty meetings much more compelling. Harriett Hurt, director for Adult Student Services and a former rock singer, was recently featured in a TV news story focusing on both her past and current careers. And Bob Hungerford is a professional actor in addition to being a USC administrator and faculty member. He has appeared on major stages all over the country; because of his USC job he now appears on Columbia stages and is currently in a production of *The Trip to Bountiful*.

### **IV. Reports from Standing Committees**

#### ***A. Rights and Responsibilities, Professor Steve Bishoff***

The committee discussed the external peer review policy. The committee will bring the policy to the floor under New Business.

#### ***B. Welfare, Professor Walt Collins***

- The committee has received the raw data on faculty summer pay and adjunct pay, and will work on that salary report.
- The Tenure and Promotion Workshop will be held May 14, 2007 in the Gressette room, Harper College building, Columbia campus. Flyers will be distributed early in the Spring semester.
- The committee is discussing questions to be included in the faculty satisfaction survey which will be distributed in the Spring semester.
- The preliminary report on faculty salary is finished, the final report will be presented in the Spring.

Professor Bishoff asked if the T&P workshop could be recorded. Professor Collins said that the committee will check on that.

### ***C. System Affairs, Professor Mary Hjelm***

- The committee is examining student codes of conduct on the campuses. They are working on a survey for codes of conduct for students to see if there is consistency across campuses.
- The committee discussed the development of a mentoring program and will take on that task if it is not more appropriate for another committee.

### **V. Report from the Executive Committee, Professor Teresa Smith**

- The executive committee met previously on November 3. Reports were given by the University officers present.
- Dr. Plyler announced several administrative appointments on the Columbia campus and gave an update on the status of the BLS degree and the role of the Palmetto Programs Implementation Committee in developing academic processes and procedures for the degree.
- After the reports from the representatives to the regional campuses and standing committees, the Executive Committee discussed the development of a mentoring program for new faculty and agreed to charge the Systems Affairs Committee with looking at the need for and development of a formal or informal program.

The meeting was adjourned at 3:30 P.M.

### **VI. Reports from Special Committees**

#### ***A. Committee on Libraries, Professor Bruce Nims***

The Faculty Committee on Libraries met October 27, 2006 in the Mezzanine Conference Room of the Thomas Cooper Library. As this year's chair, I called the meeting to order at 12:15 p.m.

Thomas McNally, Director of Thomas Cooper Library, briefed the committee on several of the Library's initiatives: the 24-hour access policy, new document delivery services, state-wide access to monograph holding through PASCAL, and WebFeat, a new search software that allows simultaneous searches through multiple databases.

Here are some of the details. The 24-hour access policy is now in place. The main level and Level 5 in Thomas Cooper are open twenty-four hours a day from 10 a.m. Sunday to 8 p.m. Friday. Starting Spring, 2007, a faculty member may request an article that is in the stacks, the Library staff will retrieve the article, scan it, and deliver it to the faculty member as an attachment. Columbia faculty will also be able to order books for next day delivery. PASCAL access to monographs, with access to 20 million volumes State-wide,

is gradually being phased in, and will, by spring, offer next day delivery. Prof. McNally also demonstrated a beta version of the WebFeat software.

Dean Paul Willis gave an update on the progress in constructing the Library's new wings for rare books and political collections. The architectural drawings are now being reviewed by the State Engineer, and bids will be let when that review is complete. Bulldozers should be on site by the end of the calendar year. The construction site will take up considerable space, and there will be some inconvenience in accessing the Library while the construction is in progress. The project is still on schedule to be completed during 2008. The Dean also discussed the latest American Research Libraries Criteria Index, which ranks USC 34<sup>th</sup> among sixty-eight U.S. public research libraries.

The meeting adjourned just after 1:15 p.m., and Prof. McNally and Dean Willis conducted a tour for the committee members of the new coffee shop and Center for Teaching Excellence now housed in the Thomas Cooper Library.

### ***B. Committee on Curricula and Courses, Professor Robert Castleberry***

I am sorry that I can not be with you today, but the Courses & Curriculum Committee is currently meeting in Columbia, and I thought I had better do the job you are paying me big bucks to do.

Courses & Curriculum met September 15 and October 17, and (as indicated above) is meeting right now.

In September changes to some ART programs were approved, and these changes have been approved by the Columbia Senate. In October the Committee approved several Palmetto courses for telecommunication delivery. (I will have more to say about that later). The Committee also approved a number of changes in Exercise Science and two new Social Work courses at the 300 level. You should check the Columbia Senate Webpage for more information on these proposals.

Today the Committee is considering, among other items, the deletion of MSCI 111 and 112 and changes to the prerequisites of some MSCI 300-level courses. Political Science wants to alter its curriculum to allow a "research" degree component, and they want to add some 400-level courses in support of this change. Women's Studies wants to create a new course (WOST 309) on Sexual Diversity.

To quote Monty Python, "And now for something different." In September and October, for a number of reasons I won't bore you with, I (and the Committee) got involved with how we should handle internet/ telecommunication courses. Recall that in October the Committee approved some Palmetto courses for telecommunication delivery. "Palmetto College" did not go through this process for all of their other courses; will we need to go through this process for future courses? Basically, how should the Committee deal with existing courses being taught through some "distance" format?

According to Bob Askins in the Registrar's office, an "internet" or "telecommunications" course should be added to the master schedule with a special MOI (method of instruction) code to identify it. This allows the University to comply (since 2004) with an SREB/CHE 'e-learning' reporting requirement (for any course section with more than 50 percent of the course content delivered electronically.) Also according to Bob Askins, there isn't any check to see if such a course has been approved by our Committee or the Senate as a special delivery course. It seems clear that courses have been offered in the past as telecommunication or internet courses without having been approved as such using the Committee approval process. So, what should the Committee do about that? Will Palmetto Program need to continue to submit their courses through this approval process? The Committee continues to study this matter; we are considering exactly what form our "oversight" of internet and telecommunications courses should take. If you have any comments or suggestions on this matter, please contact me about them as soon as possible.

### ***C. Committee on Faculty Welfare, Professor Darris Hassell***

The committee met November 8<sup>th</sup> and discussed the following issues:

- The committee discussed tuition waivers for faculty dependents. The committee Chair planned to present a report to the Board of Trustees concerning tuition waivers. The Chair expressed concern about the Board's reaction to a proposal that tuition waivers be used as a way to recruit and retain faculty. They should be independent of other scholarships and of academic performance. Even half waivers would be acceptable. Several peer institutions provide this benefit.
- As part of preventative healthcare, the university will pay for cardiovascular screenings for all faculty.
- The committee would like to develop an online survey of health topics for faculty.
- The committee welcomes other healthcare issues that the faculty would like to see addressed.
- Next meeting will be held December 13<sup>th</sup>, at which time the Faculty Enrichment Fund will be discussed.

### ***D. Academic Affairs and Faculty Liaison Committee, Professor Noni Bohonak***

- The committee met November 16<sup>th</sup>. Numerous matters about honorary faculty titles, honorary degree nominations, and mid-term faculty tenure and promotion decisions were discussed. A program at USC Upstate for a post-baccalaureate English certification for speakers of other languages was discussed. USC Aiken brought up a first pace summer program where students are given additional help. The BLS degree did get through.
- The Welfare committee brought up the tuition waiver issue, which was not well-received by the Board. There was concern that this waiver would be for those who could not qualify for other scholarships or who lost another scholarship.

- The Board wanted to know if USC was meeting its goal to be number one in all areas.
- In the previous meeting, The University of South Carolina Board of Trustees Academic Affairs and Faculty Liaison Committee met on September 14, 2006. The Board met in Executive Session to discuss and approve several honorary faculty titles (Emeritus Status) and to approve the appointment with tenure of a faculty member. During Open Session, a draft of a committee report concerning the policy for awarding honorary degrees was presented for discussion and a report on system undergraduate progression and retention was presented.
- The next meeting is scheduled for February 2007.

***E. Research and Productive Scholarship Committee, Professor Steve Bishoff***

Professor Bishoff reported that the committee no longer exists. Professor Todd Scarlett asked if the Regional Campuses were represented in the grant awarding process. Dr. Plyler responded that he would meet with Rose Booze to discuss that and other issues after Thanksgiving.

***F. Regional Campuses Research and Productive Scholarship Committee, Professor Lisa Rashley***

No report.

***G. Provost's Regional Campuses Academic Advisory Council, Professor Kate Fritz***

The committee met October 27<sup>th</sup>. The Provost discussed his reaction to the report on research and productive scholarship on the regional campuses that was presented by Professors Lisa Rashley and Hayes Hampton at the September meeting of the Senate. The Provost said that he had read the report, but wanted to consult with the campus Deans about the report to see how the Deans could help implement the recommendations. He said that he was waiting for their feedback before responding to the report.

***H. Other Committees***

***1. Conflict of Interest Committee, Professor Noni Bohonak***

No report; the committee has not met.

**VII. Unfinished Business**

There was no unfinished business.

## VIII. New Business

- A. Professor Steve Bishoff, Chair of the Rights and Responsibilities Committee passed out copies of the proposed amendment to the Regional Campuses Faculty Manual on the external review process, as follows:

### **Proposed Amendments and Additions to the Regional Campuses Faculty Manual**

Current p. C-16 addition between **Notification** and **Files**

#### **External Reviews**

1. Each tenure track faculty member hired after [insert Board of Trustees' ratification date] applying for promotion and/or tenure will include at least three external reviews of their scholarly work, research and/or creative achievements.
  2. While peer or peer-aspirant institutions may provide a pool of reviewers who understand the academic environment of the Regional Campuses, reviewers may also come from other academic institutions and appropriate non-academic sources. In order to demonstrate the reviewer's knowledge of the candidate's scholarship area, each review must include a *curriculum vitae*.
  3. External reviewers must come from beyond any of the campuses of the University of South Carolina.
  4. While objectivity is a desired trait for reviewers, prior association between the candidate and the reviewer may exist. No candidate should have a prior or present professional collaboration with a reviewer.
  5. The candidate working with his/her immediate supervisor (usually the Chair) will compile a list of at least five potential reviewers with whom the candidate is satisfied. The immediate supervisor will make initial contact with the potential reviewers to assure that they are willing to participate. All further contact with the reviewers will be through the Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education.
  6. Each Regional Campus Faculty Organization will provide for the Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education with a campus description of that Regional Campus and the following information:
    - o normal teaching load
    - o local funding and course relief for research and scholarship
    - o description of facilities
    - o availability of mentors or colleagues with similar interests
    - o availability of students to participate in research and scholarship
  7. The Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education will send each reviewer:
    - o cover letter
    - o the candidate's promotion and/or tenure file
    - o a copy of any primary supporting documentation, e.g. reprints of publications
    - o the campus description from the local Faculty Organization
    - o the criteria for promotion and tenure
    - o deadlines and contacts as needed
  8. The Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education will provide the reviewers' comments for inclusion in the candidate's file before the initial campus review.
- The committee also recommended calendar changes which they believe are necessitated by the external review process. These are not part of the motion and can be found in Appendix I of the minutes, along with a report from the committee on the history of the committee's work on this policy change.

- The Chair ruled this matter as substantive; therefore it will not be presented for a vote until the next meeting. He asked faculty to take the proposal back to their campuses and discuss it in the appropriate venues.
- Professor Refinetti asked if the policy only applies to those hired starting in August 2007 and whether the Provost would approve that. Professor Bishoff answered that the Provost had seen the proposal and seemed to be OK with that, but even though it would not be required of those hired before, it would be in their best interest to do so, it just would not be mandatory.
- Professor Mary Hjelm asked if point #4 of the proposal would eliminate those one had worked with in the past, including graduate school, and if so why? Professor Bishoff said that the Provost thought it would taint the review as to how objective they could be, and the committee agreed. Professor Nancy Macdonald responded that is someone had mentored you, they have a stake in your doing well; therefore they couldn't say you haven't done well because it would reflect on them.
- Professor Bishoff said that the meeting with the Provost was extremely positive, and that it seemed as if the Provost wanted to use the external review process to accurately assess faculty performance.
- Professor Danny Faulkner suggested that the proposal define "collaboration" as people who are listed as co-authors on your work, and not people you had worked with but not published with. Professor Bishoff agreed that the committee would look at that issue.
- Professor Becky Hillman asked if the policy said that a reviewer had to be tenured. Professor Faulkner said that there was a need to leave the policy open for those outside academe to serve.
- Professor Macdonald said that in point #2, the proposal said that reviewers could include those from other fields.
- Professor Dwayne Brown asked who had the responsibility for the letters; whether it would be by the Chair of the local P&T committee or someone else, and who would identify reviewers. Professor Bishoff answered that the Chair would make the initial contact and then the process would be handled through Dr. Plyler's office.
- Professor Mike Bacon asked if there was discussion of whether the reviewers would have a vote in the tenure process. Professor Bishoff answered that they would not have a vote; they would only analyze the work.

**B. Resolution from the Executive Committee**

- Professor Terrie Smith read the following resolution on behalf of the Executive Committee:

*“Whereas Dr. Carolyn A. West has been a friend of, and advocate for the Regional Campuses, and whereas she is respected for her willingness to offer assistance, and to share her expertise and personal time with all members of the Regional Campuses faculty, upon this, her imminent retirement, be it therefore resolved that the*

*Regional Campuses Faculty Senate recognizes Dr. Carolyn A. West for her great friendship and many contributions to this body and to the Regional Campuses, and to the greater University of South Carolina.”*

## **IX. Announcements**

- Chair Fritz announced a change in the date for the meeting at USC Salkehatchie to April 20, and the Executive Committee meeting to March 30.
- Dean Rowland invited everyone to stay for Dean Edward’s retirement reception.

## **X. Adjournment**

The meeting was adjourned at 2:50 P.M.

*Minutes prepared by the Senate Secretary, Terrie Smith*

*An Appendix follows.*

## Appendix I

### A. Suggested Calendar Changes to Accommodate External Review:

#### 2006-2007 Important Dates

<u>2006</u>	
May 15	The Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education sends to the Provost a list of all faculty members who: <ul style="list-style-type: none"> <li>• will be considered for <b>Post-Tenure Review</b> in the academic year.</li> <li>• are <b>Tenure and Promotion</b> candidates in the academic year.</li> <li>• are <b>Third Year Review</b> candidates in the academic year.</li> </ul>
Aug 15	The University dean or dean's designated academic administrator shall notify each faculty member eligible for promotion or tenure that he or she should file written intent of application for promotion and/or tenure. The notice must be in writing and must be sent at least one month before the candidate's file is to be considered by the campus <b>Tenure and Promotion</b> committee.
November 1	<b>Tenure and Promotion</b> candidate must submit the complete file for campus review
December 1	<b>Tenure and Promotion</b> campus committee must inform the candidate their recommendation in writing.
<u>2007</u>	
January 5	The Dean of the University will forward the file and any recommendations to the Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education for review by the Regional Campuses <b>Tenure and Promotion</b> Committee.
March 31	The <b>Tenure and Promotion</b> files with any recommendations will be transmitted through the Provost to the President. If, after reviewing the file, the President favors promotion and/or tenure, a recommendation to that effect will be forwarded to the Board of Trustees for final action. The appropriate administrative officer will inform the candidate of the President's decision.
April 1	The Office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education sends <b>Post-Tenure Review</b> Results to the Office of the Provost.

## B. Summary Report of Work of Past 1.5 Years on External Review Policy Manual Change

### Report and Policy Recommendations for External Review of Scholarship and Research in the Promotion and/or Tenure Process

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In the fall of 2005, the Office of the Provost requested the Regional Campuses consider adding an external review element to the promotion and tenure process. The Faculty Rights and Responsibilities Committee of the Regional Campuses' Faculty Senate undertook that charge with the caveat that the process must "considerably strengthen the regional campus tenure and promotion process and help candidates create better files" (Nov. 16, 2005 meeting).

This report and policy recommendations contain work on the charge over the 2005-2006 and 2006-2007 academic years.

The committee:

- determined which institutions represent peer and peer-aspirant cohorts,
- examined peer and peer aspirant institutions' use of external reviews,
- identified areas of concern for the use of external reviewers and wrote policy for the external review process.

#### Peer and Peer Aspirant Institutions

**Peer institutions** have similar teaching and service expectations, similar missions and similar research/scholarship requirements to those of the Regional Campuses. Within this category are:

- **Associate's Degree Institutions** which award associate's degrees but not bachelor's degrees.
- **Associate's Dominate Institutions** which award both associate's and bachelor's degrees, but the majority are associate's degrees

**Peer-aspirant institutions** have similar or greater research/scholarship requirements lowered expectations in teaching loads and service commitments. Within this category are:

- **Professions + arts & sciences, no graduate coexistence.** In these institutions, 60-79% of the bachelor's degree majors were in professional fields but have not corresponding graduate degrees.
- **Professions focus, no graduate coexistence.** In these institutions, at least 80% of the bachelor's degree majors were in professional fields but have not corresponding graduate degrees.
- **Professions focus, some graduate coexistence.** In these institutions, at least 80% of the bachelor's degree majors were in professional fields and have some corresponding graduate degrees.

At present the Regional Campuses of the University of South Carolina award only the Associate in Arts and Associate in Science degrees, placing them within the Carnegie Foundation for the Advancement of Teaching's category: Associate's Institutions. Since the category includes technical schools, culinary schools, etc., the committee further examined school mission statements and faculty manuals to find appropriate **peer institutions**.

The logical choice for the **peer-aspirant** group would seem to be, for the short- to medium-term future, the Carnegie Foundation's "Associate's Dominant" category. This determination of **peer-aspirant** group is based upon the degrees that the present faculty of the Regional Campuses realistically would be able to offer and the likely level of student interest in pursuing specific degrees. For example, the Regional Campuses presently have the faculty to offer a Bachelor's degree in Business Administration, which would be a popular choice among students. Although the ability exists to offer Bachelor's degrees in English, History and Psychology, these degrees would likely not attract the same level of enrollment. Thus, "Associate's Dominant" institutions probably would best represent the peer-aspirant cohort for the Regional Campuses until the critical mass of undergraduates necessary to support multiple Bachelor's degrees is realized.

## Examination of peer and peer aspirant institutions' use of external review

A survey of **peer institutions** shows that the majority do not offer tenure or grant promotion and tenure to faculty solely on the basis of teaching or time served. When research is mentioned in **peer institutions'** tenure criteria, it is treated as an ancillary, optional, or "faculty development" activity. Only one of the **peer institutions** surveyed, Minot State University-Bottineau, required outside reviewers for tenure files. Many peer institutions without a formal tenure system nonetheless offer built-in protections for faculty via collective bargaining agreements (see Appendix 1).

Peer-aspirant institutions either do not require external reviewers, or they give the faculty member a determining role in their selection (see Appendix 2).

The practice of external review is not common among peer and peer-aspirant institutions. At institutions with some kind of external review procedure, the candidate for tenure and/or promotion is at the very center of the process; as the table for Prof+A&S/NGC shows (see App III), the candidate is not only permitted to select potential reviewers, but his or her institution, without exception, must send the file to a list of reviewers who are knowledgeable in the field to which the candidate has made a contribution.

The committee's survey data is supported by work from other sources. Dr. Shelley Rhoades-Catanach of Villanova noted that "In accounting among the top 30 schools 90% require it. For next tier, PhD granting, out of 75 programs, 80% required. In the category of schools that do not grant PhDs, 50% require it". ([http://pirate.shu.edu/~sternric/forum\\_on\\_external\\_peer\\_review.htm](http://pirate.shu.edu/~sternric/forum_on_external_peer_review.htm)). A survey in 2002 of 25 schools' external review procedures by Dr. James Hanson at the Chemistry Department of Seton Hall University, and Chair of the Faculty Guide Committee produced the following statistics:

### No information available online (5 schools, 20% of sample)

- Duquesne University (Tier 2)
- University of San Diego (Tier 2)
- Saint John's University (Big East, Tier 3)
- Southern Methodist University (Tier 2) [online material restricted to University community]
- Providence College (Big East, Tier 1 "Master's Universities North")

### No Formal Requirement for External Review (5 Schools 20% of sample)

- American University (Tier 2)
- George Washington University (Tier 2)
- University of the Pacific (Tier 2)
- University of San Francisco (Tier 2)
- Syracuse University (Tier 2)

### No Explicit Requirement for External Review, Suggestive Language (5 schools 20% of sample)

- Tulane University (Tier 1) [Full Professors have "international standing"]
- Texas Christian University (Tier 2) [Full Professors only]
- Fordham University (Tier 2) [Full Professors have "achievement recognized by outside scholars"]
- Marquette University (Tier 2) [Full Professors have "established reputation among scholars"]
- Notre Dame University (Tier 1) [Very vague guidelines on tenure and promotion]

### Explicit Language Allowing but not Requiring External Review (3 Schools, 12% of sample)

- Boston College (Big East, Tier 1) [Promotion Committee may consult with qualified outside scholars]
- Boston University (Tier 2) [Department, School, College, or University Comm. may consult outside]
- Clark University (Tier 2) [Department shall "normally" secure four outside evaluations]

### External Review Required or Apparently Required (3 schools, 12% of sample)

- Catholic University (Tier 2) [Promotion application has section for department chair to list reviewers]
- Loyola Chicago (Tier 2) [University regulations not available, some department regs require review]
- St. Louis University (Tier 2) [Qualifications for promotions require recognition by outside colleagues]

### External Review Required and Guidelines Specified (4 Schools, 16% of sample)

Georgetown (Big East, Tier 1) [Review handled by department]  
Miami (FL) (Big East, Tier 2) [Review handled by department]  
Villanova (Big East, Tier 1 Masters Universities North) [Review handled by department]  
Akron (Tier 4) [Review handled by department]

Despite the fact that these institutions are peer or peer-aspirant institutions for the Columbia campus and far exceed the aspirations of the Regional Campuses, only 28% required external reviewers.

The Regional Campuses exceed the requirements of the “professional development” model for tenure and promotion that is ubiquitous among their **peer institutions**, but most faculty members on our campuses do not meet the requirements of the more research-intensive model found among **peer-aspirant institutions**. It still very much the case on the Regional Campuses that, to quote the faculty manual of a peer institution, the College of Southern Idaho, “Students are the primary focus for faculty” <http://hr.csi.edu/facultyhandbook/section3.html#3.03>.

In addition to our examination of current practice in **peer institutions** and **peer-aspirant institutions**, critical comments in the literature cast some doubt as to the usefulness of the external review. In the July 2, 2004 article, **The Provost as Gatekeeper** in The Chronicle of Higher Education, former provost Louis V. Paradise observes, "In my experience, external reviews were almost always positive, regardless of the productivity of the applicant". Despite the same observation, Dr. Rhoades-Catanach does believe that external review does heighten the coherency of a candidate's research thinking. Also, she strongly states that the candidate must be aware of the external review requirement years in advance of tenure and promotion. Further, she states the candidate must have both the release time and the financial support to achieve the research goal.

In summary, the required use of external reviewers does not enjoy wide acceptance in either the **peer institutions** or **peer-aspirant institutions** of the Regional Campuses. Further, if the use of external reviewers is to be of benefit to the individual and/or the institution, sufficient time is required for acknowledgement of the requirement and response to it. Therefore, as provided in the RCFM, C-1, implementation of the requirement for external reviewers should apply only to those tenure track faculty hired after the approval of the changes to the RCFM that provide the process for external review.

### **Recommendations for External Review Policy**

- The Regional Campuses Faculty Senate should design a procedure for selecting external reviewers for tenure and promotion files.
- This procedure should be written by the Faculty Rights and Responsibilities Committee and approved by the entire Senate up through the Board of Trustees, according to current University policy, as are all substantive changes to the Regional Campuses Faculty Manual.
- The procedure for selection of external reviewers should be modeled on those of peer and peer-aspirant institutions.
- External reviewers' will assess the research/scholar activity portion of the file, however, they should be sent the entire tenure and promotion file to frame the assessment within the applicant's whole effort.
- External reviewers should be sent the criteria for tenure and promotion from the Regional Campuses Faculty Manual and asked to evaluate files by these criteria.
- Following the most common practices among peer and peer-aspirant institutions, external reviewers should be asked to determine whether the candidate's file meets the criteria by which they are to be judged. They should not be asked whether the candidate should receive tenure or whether the candidate would receive tenure on the reviewer's campus. Such hypothetical judgments have no place in our process; the reviewer is not a voting member of any committee recognized by University policy and serves in an advisory capacity only.
- Language should be added to the Regional Campuses Faculty Manual tenure and promotion criteria reminding those who vote on tenure and promotion files of this advisory role of reviewers, to avoid a possible “halo effect” associated with external reviews from peer-aspirant institutions.
- Once the procedure is written and approved, the Office of Regional Campuses and Continuing Education should coordinate the process of communicating with reviewers and sending files to them.
- External reviewers should be drawn from peer institutions and above; they should not be restricted to the category of peer-aspirant institutions (to avoid the exclusion of, say, a highly qualified reviewer from a

private, liberal arts school). Nor should external reviewers be limited to those from institutions ranked far above the range of peer and peer-aspirant schools (to avoid stacking the deck with reviewers who have no experience on a teaching campus).

- The Faculty Rights and Responsibilities Committee should consider including external reviewers from outside the candidate’s discipline; such reviewers, when they come from peer institutions, will be very well-qualified to judge the candidate’s overall performance. They, like the candidate, will be generalists whose careers are centered on teaching; like most of the faculty on the candidate’s campus and on the system committee, they will be from another discipline but will have successfully integrated teaching and scholarship.
- The Faculty Rights and Responsibilities Committee should consider including external reviewers from the Columbia campus. Many Regional Campuses faculty present and publish work in forums associated with or related to those in which Columbia faculty present and publish. Regional Campuses faculty collaborate or have other productive relationships with faculty on the Columbia campus and, while external reviewers should not, of course, be too close to the candidate under review (see next point below), members of the Columbia faculty may be well-placed to review a candidate’s work in some cases.
- The Faculty Rights and Responsibilities Committee should consider placing limits on who is permitted to serve as an external reviewer, and should consider excluding dissertation directors, former professors, etc. The pool of reviewers should not be limited too drastically (such as automatic exclusion of co-authors and grant co-applicants); many subfields are small enough that everyone will know everyone else and many scholars will have worked or studied together at some point in the past. The point of external review is not anonymity or “objectivity”; it is the agreement of a teacher-scholar outside our institution that the candidate has met the criteria under which he or she was hired.
- The Faculty Welfare Committee should examine and reconsider the tenure and promotion calendar in light of the pressure external review will put on faculty to complete files early.
- Most schools who solicit external reviews pay reviewers; we need to determine whether and how we will follow this practice. The Office of Regional Campuses and Continuing Education should take the lead in making this determination.

Appendix 1: Survey of Peer Institutions

<b>INSTITUTION</b>	<b>LOCATION if needed</b>	<b>REVIEW COMMENTS</b>
Western Texas College	SNYDER	criteria not online; no tenure?
West Valley College	SARATOGA, CA	no tenure; all profs titled "instructor"
Weatherford College	WEATHERFORD, TX	no tenure; all profs titled "faculty"

University of New Mexico-Gallup Campus		<p>no outside review; The four bases (teaching; scholarship, research, or other creative work; service; and personal characteristics) for appointment, promotion, and tenure used on the main campus shall apply also at the branch campuses. The University recognizes, however, that conditions of employment, such as heavy teaching loads, travel requirements, budget limitations, and a lack of research facilities may require that the implementation of traditional requirements and criteria of research and publication used on main campus need to be applied differently. While emphasis shall be placed on academic qualifications and excellence in teaching and service, research, and publications will still be considered.</p> <p>E. In making recommendations concerning tenure for a faculty member at a branch college, the Branch Executive Director shall first consult for a recommendation with all tenured faculty at the branch, and in making recommendations concerning promotion, the Branch Executive Director shall consult with all faculty at the rank for which promotion is being considered and at any higher rank. The Branch Executive Director may also consult for a recommendation with full-time non-tenured faculty at the branch and with appropriate faculty from the main campus or other branches. The Branch Executive Director's recommendation, accompanied by a full, written evaluation report including at least a summary of the evaluations of all faculty members consulted, shall then be made directly to the Associate Provost for Academic Affairs. A recommendation shall then be made by the Associate Provost to the Provost-Vice President for Academic Affairs, who shall make the final decision.</p>
University of Arkansas Community College-Morrilton		no tenure; all faculty "instructor"
Temple College	TEMPLE, TX	no tenure; all faculty "instructor"
Southwest Missouri State University-West Plains		no outside review; criteria at <a href="http://www.wp.missouristate.edu/vrr/hbdocument.htm#2.4">http://www.wp.missouristate.edu/vrr/hbdocument.htm#2.4</a>
Parkland College	CHAMPAIGN, IL	no tenure
Oxnard College	OXNARD, CA	no tenure; eval. solely based on teaching
Okaloosa-Walton College	NICEVILLE, FL	no tenure; all profs titled "instructor"
Northwestern Michigan College	TRAVERSE CITY, MI	tenure by degrees held and time served; evaluation by dept. chair

North Central Missouri College	TRENTON	no tenure
New Mexico State University-Carlsbad		"Research or other creative work is not required at the branch campus." no outside review
Minot State University-Bottineau Campus		faculty member chooses outside reviewers; "professional growth" emphasized
Los Angeles Harbor College		grants "permanent" status; criteria not online
Key College	FT LAUDERDALE, FL	no faculty information online
Illinois Central College	EAST PEORIA	no tenure?
Grossmont College	EL CAJON, CA	no outside review; "a refereed text or research article" required
Georgia Highlands College	ROME, GA	tenure based on annual evaluations; "Evidence of professional growth may include publications"
Eastern Oklahoma State College	WILBURTON	no tenure? no faculty ranks specified
East Georgia College	SWAINSBORO	tenure; criteria aren't online
College of the Albemarle	ELIZABETH CITY, NC	community college;
College of Southern Idaho		tenure; completely based on teaching; no outside review
Black Hawk College	MOLINE, IL	apparently no tenure
Allegheny College of Maryland	CUMBERLAND	apparently no tenure

*End of Appendix.*