



UNIVERSITY OF  
**South Carolina**

PALMETTO COLLEGE

*Palmetto College Faculty Senate*

Microsoft Teams

*Friday, November 14, 2025*

Morning Session ..... 9:30 - 10:45 AM

Welcome, Dr. Steve Lownes

Report, Dr. Craig Wilson

Report, Drs. Walt Collins and Pat Lawrence on CPHE

*(The Campus Deans and the Associate Provost will Submit Written Reports.)*

Standing Committees ..... 10:45 - 12:00 PM

I. Rights and Responsibilities

II. Welfare

III. System Affairs

Executive Committee ..... 10:30 - 12:00 PM

Deans Meeting ..... 10:30 - 12:00 PM

Break ..... 12:00 - 12:30 PM

Afternoon Session..... 12:30 - 3:00 PM



# Palmetto College Faculty Senate

AM Session

November 14, 2025

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## 1. Executive Summary (AM Session):

- Purpose: Align Palmetto College’s strategy across enrollment, adult learner focus, lifelong learning stack (credit/non-credit), program distribution (Pathways), military/veteran outreach, AI readiness, and accreditation (CPHE) updates.
- Key Takeaways:
  - Enrollment: Headline growth (+6.2% to 8,000+) masks decline in regular students (-4%; -91). Dual enrollment (+10%) drives volume but yields low revenue (\$75/credit vs. \$298), underscoring financial strain. Online programs grew +11.6%.
  - Strategic Pivot: Focus on nontraditional adult learners (“some college, no degree”) with substantial local market (~86,000+ potential targets), emphasizing online/hybrid associate pathways and bachelor’s completion (BOL/BLS).
  - Vision & Framework: Update vision to a premier knowledge enterprise; adopt the “Metacollege” framework (Mindset, Mission, Moonshot) to guide PD and program evolution, with AI literacy embedded across AA/AS pathways.
  - Lifelong Learning Stack: Build a comprehensive, stackable model—expand credit-bearing certificates at associate level, create a Center for Continuing Professional Studies, launch a Perennial Learning Institute (55+ membership), and rebrand iCarolina to AI Innovation Labs for community/corporate training.
  - Operations & Outreach: Explore evening service hours (5–7:30 p.m.) for working adults; refine adult learner marketing; reinstate Fort Jackson relationship and segment military/veteran messaging (VA, MyCAA).
  - Pathways Distribution: Palmetto Pathways students currently remain under USC Lancaster due to Columbia Admissions complexity; investigation into redistribution continues.
  - Accreditation (CPHE): 21 draft standards in place; evidentiary guidance pending. Pilot cohort announced. Faculty emphasize autonomy, academic freedom, Title IX/DEI implications; USC remains with SACS, earliest change for USC Beaufort is 2029.
- Significant Outcomes:
  - Consensus to shift resources and messaging toward adult learners and online growth.
  - Agreement to advance lifelong learning initiatives (credit and non-credit), AI labs rebranding, and corporate engagement strategies.

- Commitment to address tracking of online associate students and expand stackable micro-credentials.
- Continued monitoring and engagement with CPHE evidentiary guidance; maintain faculty advocacy.

## **2. Detailed Breakdown by Topic:**

### **Dr. Craig Wilson's Report:**

#### **Topic 1: Enrollment Trends and Financial Implications**

- Summary of discussion points
  - Enrollment up 6.2% YOY (8,000+), regular student enrollment down 4% (-91).
  - Dual enrollment up 10% at \$75/credit; faculty load constant despite lower revenue compared to \$298/credit for regular students.
  - Online delivery up 11.6% YOY; positioned as a key growth lever.
  - Campus snapshots: Lancaster leads in new freshmen (352); Sumter strong in continuation and transfers; Salk and Union proportional to local population; non-degree (60+) enriches campus vitality but limited revenue.
- Decisions made
  - Prioritize adult learner and online strategies to rebalance revenue and enrollment mix.
  - Embrace online growth as strategic pillar across campuses.
- Action items/commitments and assigned owners
  - Distribute slides for detailed review
  - Units assess program mix and marketing to attract adult learners

#### **Topic 2: Market Opportunity—Nontraditional Adult Learners**

- Summary of discussion points
  - Nationally 43M with some college, no degree; state-level 515K started but didn't finish (453K under 65).
  - Service area potential ~31,600 plus ~55,000 in Richland County (~86,000+ total).
  - Majority stop in first two years—prime for associate completion (AA/AS) and online bachelor's completion (BOL, BLS).
  - Enrollment cliff reduces HS graduates; flagship captures limited traditional growth.
- Decisions made
  - Focus expansion on adult learners via online/hybrid associate and bachelor completion pathways.
  - Define Palmetto College's "network" identity to complement flagship/comprehensives and reduce brand confusion.

- Action items/commitments
  - Expand marketing targeting adult learners; clarify brand
  - Evaluate and scale associate-degree pathways online

### **Topic 3: Vision Update and Strategic Positioning**

- Summary of discussion points
  - Current vision: accessible, affordable, flexible completion via regional campuses and online.
  - Proposed aspirational vision: premier knowledge enterprise serving ambitious students via regional and online/hybrid modalities; future-focused preparation.
  - Position to avoid internal competition with flagship by claiming complementary adult learner space.
- Decisions made
  - General alignment to refine vision; further wordsmithing invited.
- Action items/commitments and assigned owners
  - Gather feedback on revised vision statement

### **Topic 4: Metacollege Framework and Faculty/Staff Development**

- Summary of discussion points
  - Pillars: Mindset (ambition/innovation), Mission alignment, Moonshot (transformative reach).
  - Collegium/Magistratum/Squadium: Every role contributes to learner outcomes; modality/location secondary.
  - Aim: Balance human and AI intelligence; learners as creators, leaders, change agents.
- Decisions made
  - Adopt PD emphasis to serve nontraditional learners effectively; integrate AI preparedness.
- Action items/commitments and assigned owners
  - Design PD initiatives aligned to framework
  - Integrate AI preparedness into PD and curricula

### **Topic 5: Program and Operational Enhancements for Adult Learners**

- Summary of discussion points
  - Strengthen AA/AS pathways (critical thinking, data interpretation, AI literacy).
  - Update education stack—program portfolio, course design, support services.
  - Consider evening availability (5–7:30 p.m.) to fit adult schedules.
  - Enhance marketing, AI readiness, and brand clarity to avoid direct competition with flagship/comprehensives.

- Decisions made
  - Explore evening service hours pilot; continue discussion in the new year.
  - Prioritize online growth and adult services while supporting traditional students.
- Action items/commitments and assigned owners
  - Develop pilot plan for evening advising/support
  - Conduct curriculum review for AI readiness and adult alignment

## **Topic 6: Lifelong Learning Loop Strategy and Program Stack**

- Summary of discussion points
  - Engage learners over ~60 years: initial credentials, mid-career upskilling/reskilling, post-retirement learning.
  - Improve visibility and tracking of fully online associate's degree students.
  - Expand credit-bearing certificates at associate level and below to enable true stackability.
  - Establish a Center for Continuing Professional Studies for regional non-credit programming.
  - Launch Perennial Learning Institute (55+ membership model) with community-driven workshops.
  - Rebrand iCarolina labs to AI Innovation Labs for free workshops, corporate AI training, and employer tuition assistance partnerships (up to \$5,250/year).
- Decisions made
  - Affirm strategic intent to build a full education stack and lifelong learning model.
  - Prioritize fixing student coding/analytics for online associates tracking.
  - Endorse exploration of continuing professional studies center and perennial institute; advance AI labs and corporate engagement.
- Action items/commitments and assigned owners
  - Investigate tracking/coding for 100% online associate's degree
  - Study certificate policy/process to offer associate-level credit-bearing certificates
  - Plan Center for Continuing Professional Studies
  - Design Perennial Learning Institute model
  - Continue AI Innovation Labs rollout and corporate engagement

## **Topic 7: Program Stack Clarification and Non-Credit “New Collar” Expansion**

- Summary of discussion points
  - “Stack” = comprehensive portfolio: AA/AS, campus-specific programs (e.g., Business, Criminal Justice at Lancaster), baccalaureates, partner programs, and non-credit offerings.
  - Opportunity to expand non-credit “new collar” pathways for rapid career entry without degree requirements.
- Decisions made
  - Emphasize expanding non-credit offerings aligned to workforce needs.
- Action items/commitments and assigned owners
  - Develop non-credit portfolio aligned with regional demand (Owners: Program/campus leads; marketing/corporate engagement teams).

## **Topic 8: Palmetto Pathways Student Distribution Across Campuses**

- Summary of discussion points
  - Pathways students currently housed under USC Lancaster (~90 students).
  - Historical intent to distribute among campuses hindered by USC Columbia Admissions complexity (financial aid/enrollment changes, student communication).
  - COVID not the cause; backend complexity and multi-campus messaging concerns led to deferrals.
- Decisions made
  - No immediate change to distribution; acknowledge barriers and original plan.
- Action items/commitments and assigned owners
  - Investigate redistribution feasibility

## **Topic 9: Targeting Adult Learners and Data Needs**

- Summary of discussion points
  - Desire for demographic/occupation data to refine CE targeting (retail, trades, etc.).
  - Aggregate data via Clearinghouse is available; individual-level tax/SSN-linked data inaccessible.
  - Messaging to highlight AA/AS value for advancement; integrate AI principles beyond technical roles (ethics, data understanding).
- Decisions made
  - Use aggregate data and refined messaging; align with corporate engagement across sectors.
- Action items/commitments and assigned owners

- Continue adult learner messaging development

## **Topic 10: Military and Veteran Outreach; Fort Jackson Relationship**

- Summary of discussion points
  - Reinstating Fort Jackson partnership; Ron Cox's team leading.
  - Revise marketing with segmented military messaging (branch, rank, family), leverage VA programs (vocational rehab) and MyCAA, improve awareness of Palmetto College options.
  - Plan integrated into 2026 and beyond.
- Decisions made
  - Proceed with reinstatement and implement segmented military strategy.
- Action items/commitments and assigned owners
  - Advance Fort Jackson relationship
  - Implement revised military/veteran messaging

## **Dr. Walt Collins/Pat Lawrence/Michael Sonntag Reports:**

Walter Collins, Pat Lawrence and Michael Sonntag shared updates and insights in the development and process of the CPHE accreditation process

### **Key Points Discussed:**

- 1. Development and Feedback:**
  - The working group has been incorporating feedback from various stakeholders, including faculty organizations, into the CPHE draft standards.
  - The evidentiary guidelines, which are crucial for assessing the standards, are still in preparation.
- 2. Pilot Cohort:**
  - Ten institutions have been selected for the initial pilot cohort to begin the CPHE accreditation process. These include institutions like Appalachian State and Texas A&M, among others.
- 3. Evidentiary Guidelines:**
  - The guidelines' development is seen as a critical next step. They are expected to be less onerous than the current SACS requirements, focusing on how standards are assessed.
- 4. Concerns and Challenges:**
  - Patrick Lawrence expressed concerns about the influence of political ideology on the process and the need for strong faculty governance and academic freedom protections.
  - There is skepticism about the potential impact of stripped-down standards and the exclusion of certain federal title programs like Title IX from the draft.

**5. Autonomy and Standards:**

- Suzanne Penuel highlighted the importance of autonomy as a core academic value, which she feels is not adequately respected in the current CPHE standards.

**6. Accreditation Flexibility:**

- The possibility of institutions being able to switch between accreditors, like SACS and CPHE, is part of the strategic consideration, aiming to foster competition and improvement in accrediting bodies.

**7. Future Outlook:**

- The discussion concluded with an emphasis on the importance of faculty involvement and vigilance in the process, as well as the potential for future rounds of public comments to influence the outcome.

Overall, the meeting underscored both optimism and apprehension regarding the CPHE process, with a strong emphasis on the need for transparency, faculty involvement, and the safeguarding of academic values.

# Palmetto College Faculty Senate

PM Session

November 14, 2025

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## Palmetto College Faculty Senate Meetings - Combined Summary

Attendees:

- PC Columbia: R. Mac Jones, Matt Roshotte, Patrick Saucier
- Lancaster: Claudia Heinemann-Priest, Brittany Taylor-Driggers, Jerrod Yarosh, Suzanne Penuel, Dana Lawrence, Sahar Agusafari, Peter Seipel
- Salkehatchie: David Dangerfield, Justin Mogilski, Carley Robertson,
- Sumter: Tania Hazara, Andrew Kunka, Dip Acharyya, Kajal Ghoshroy, Blane DaSilva, Sher Chhetri
- Union: Andrew Kettler, Tekla Johnson, Ashley Rabanal, David Mitra

### Executive Summary (PM Session):

- **Course Evaluations:** A major focus was the transition to Explorance Blue, with a firm deadline of November 30th for faculty to download their historical data from Class Climate. Discussions included the need to update the faculty manual, analyze data differences between the old and new systems, and develop new standardized questions.
- **Faculty Policy & Manual Changes:** Significant time was spent discussing and refining policies. This included a resolution from the Salkehatchie faculty to return proposed incivility policies (1.80 and 1.82) to the Palmetto College Policy Advisory Committee (PCPAC) for clarification, which was approved. The Senate also reviewed new procedures for promotion to Senior and Principal Instructor ranks to align with university-wide ACAF 1.06 policies, addressing eligibility, committee composition, and performance language. Other proposed manual changes involved committee representations and adding staff members to the PCPAC.
- **Committee & Council Reports:** Updates were provided from the Rights and Responsibilities (R&R), Welfare, System Affairs, and Executive committees, as well as the USC Council of Academic Inclusive Excellence Officers and the Palmetto College Research Committee. Topics ranged from planning the Tenure and Promotion (TNP) workshop (set for January 16, 2026), reviewing BOL/BLS course changes, discussing free speech protections, and celebrating the success of the first annual Faculty Research Conference.
- **System-Wide Issues:** Broader faculty concerns were raised, including legislative threats to tenure, the desire for a 12-month pay option for 9-

month employees, and a proposal for student mental health days.

### **Detailed Breakdown by Topic:**

**Speaker: Andrew Kettler**

#### **Topic 1: Course Evaluation System Transition (Class Climate to Explorance Blue)**

- **Summary of discussion points:**
  - The transition from Class Climate to Explorance Blue was a major topic, with a hard deadline of November 30th for the old system to be decommissioned.
  - Faculty were repeatedly reminded to individually download any desired historical course evaluation data before the deadline. Campus compilers are also downloading historical data.
  - The R&R committee highlighted that Explorance Blue will not provide data for classes with low response rates, and T&P committees must be aware of this.
  - The committee is tasked with creating three new universal questions for all PC course evaluations and will analyze rating differences between the two systems over the next five years.
  - A procedural question was raised about whether a formal motion is needed to update the faculty manual to replace "Class Climate" with "Explorance Blue."
- **Decisions made:**
  - It was decided that a formal motion is preferable to ensure the change is officially recorded and approved by the Senate.
- **Action items/commitments and assigned owners:**
  - All faculty must download their individual data from Class Climate. Deadline: November 30th.
  - R&R Committee to devise three new evaluation questions for Explorance Blue and circulate them for review.
  - Kajal Ghoshroy to present a formal motion at the next meeting to update the faculty manual regarding the new evaluation system.

#### **Topic 2: Faculty Policy & Manual Changes (Incivility, Promotions, Committees)**

- **Summary of discussion points:**
  - **Incivility Policies (1.80 & 1.82):** The Salkehatchie (SOC) faculty presented a resolution requesting that these proposed policies be returned to the PCPAC for significant improvement. Concerns included vague definitions of "incivility" and a lack of detail on the grievance committee process. The Systems and R&R committees also supported further review.
  - **Instructor Promotions:** The Senate reviewed proposed language for the faculty manual to create Senior and Principal Instructor

ranks, aligning with the university's ACAF 1.06 policy. Key points included reducing the experience requirement for Senior Instructor to five years and establishing the Principal Instructor rank. Concerns were raised about the "highly effective" rating language and the ability of smaller campuses to form promotion committees with faculty of the appropriate rank.

- **PCPAC Membership:** A proposal was presented to add two staff members from the Staff Senate to the PCPAC. This raised concerns about maintaining a faculty majority on the committee.
- **Committee Representation:** Updates were proposed to the faculty manual to add formal representation for the Committees on Carolina Core, Instructional Development, and Research, while removing defunct committees.
- **Decisions made:**
  - A motion was passed to return policies 1.80 and 1.82 to the PCPAC for revision and clarification.
  - The proposal to change PCPAC membership will be posted for faculty review before a vote.
  - Andrew Kettler volunteered to fill a vacant position on the Committee on Libraries.
- **Action items/commitments and assigned owners:**
  - Schedule a PCPAC meeting to review and revise policies 1.80 and 1.82.
  - Steve Lownes to incorporate feedback on instructor promotion policies, particularly regarding inter-campus committee service, and post the revised motions for review.
  - Executive Committee to put forward a motion at a future meeting to change the Manual Liaison Officer position to be external to the Faculty Senate.

## **Committee & Council Reports**

### **Rights & Responsibilities Committee: Speaker: Andrew Kettler**

- Outlined five charges for the year, including reinforcing the 30-page tenure file maximum, adapting to Explorance Blue, creating new evaluation questions, requesting a workshop for teaching summary writers, and supporting the new instructor promotion system.
- **Decisions made:**
  - The R&R committee will proceed with its five charges.
- **Action items/commitments and assigned owners:**
  - R&R Committee to propose grammatical changes for the new instructor promotion system language.

### **Welfare Committee: Speaker: Sahar Aghasafari**

- Confirmed the TNP Workshop for January 16, 2026. The Michelle Indaout Fund yield will be used for both teaching awards and student hardship needs starting in July 2026.
- **Action items/commitments:**
  - Welfare Committee to collect information from each campus on teaching award needs

### **System Affairs Committee: Speaker: R. Mac Jones/Tekla Johnson**

- It was recommended that incivility motions be sent to the Policy Committee for clarification. Approved the new dance major proposal for campus review but requested more justification for other BOL/BLS course changes.
- **Decisions made:**
  - The new dance major proposal will be shared with campuses for review.

### **Executive Committee Report: Speaker: Steve Lownes**

- Steve Lownes highlighted discussions on understanding the financial workings of shared costs within Palmetto College and the need for administrative clarifications.
- Discussion revolved around the role of the manual liaison officers, who are technically part of the executive committee but do not have voting rights. Steve Lownes recommended to remove this position from the Faculty Senate to prevent reducing the number of senators from a delegation. This change aims to alleviate the workload on individuals who are performing multiple roles.

### **Reports from Special Committees:**

#### **Committee on Libraries: Speaker: R. Mac Jones**

The discussion focuses on a committee that deals with library improvements and access at the University of South Carolina. Key points include:

- **Library Improvements:** Recent efforts have been directed toward capital improvements, addressing mold issues, and enhancing the overall experience on the Columbia campus. Regular meetings are held, some via Teams, to discuss these improvements.
- **Access to Resources:** There are concerns about access to certain databases and services, which are sometimes limited to the Columbia campus. The committee includes members from regional campuses to raise awareness and address these access issues.
- **Budgetary Differences:** Different campuses have distinct budgetary systems, which can affect access to resources. This has been a point of discussion, especially during activities like book purges.

- **Committee Participation:** There is an open invitation for new members to join the committee, with a specific call for someone who can represent multiple campuses and has a vested interest in library networks.
- Overall, the committee aims to improve library resources and ensure equitable access across all campuses.
- **Action items/commitments:**
  - Andrew Kettler expresses interest in joining the committee due to his existing connections with the library network.

### **System Faculty Leadership Council: Speaker: Steve Lownes**

During the System Faculty Leadership Council meeting, several key issues were addressed:

- **Tenure Concerns:** Tenure is currently under scrutiny, and there is a plan to invite political liaison representatives from USC to discuss legislation and what actions can be taken.
- **Accreditation Changes:** Changes in accreditation were highlighted as a significant topic.
- **Employee Contract Terms:** There is a concern about changing nine-month employee contracts to twelve months due to software limitations, which affects all campuses. A survey may be conducted to gauge interest.
- **Mental Health Days:** The idea of including mental health days in the academic bulletin was discussed, initiated by student requests. The Faculty Senate is considering how these days would be categorized in terms of excused absences, as it may impact attendance policies established in 2019-2020.
  - David Dangerfield emphasized the implications of classifying mental health days as excused, particularly regarding students' ability to make up work. Both he and Steve Lownes expressed support for mental health days, though there are concerns about policy implementation and how it would be reflected in the bulletin.

### **Palmetto College AOE Council: Dean Ron Cox**

- The Council of Academic Inclusive Excellence Officers has met twice since the last Senate meeting, on October 10th and November 7th.
- Discussions focused on issues related to free speech both in and out of the classroom. The SEED group on the Columbia campus, led by Vice President Mark Shook, addresses challenges like crowd control and protecting free speech during events with outside speakers. Training is available for volunteers, and a free speech website provides more information.
- During these meetings, questions about faculty protection in classrooms were raised, with Julian Williams acknowledging the complexity of each situation. Reaccreditation efforts and challenges identified in the Insight survey, such as resources, collaboration, leadership confidence, and shared governance,

were also discussed. A recording of the town hall meeting and additional resources are available online.

- Additionally, the Student Experience Project, a system-wide initiative led by Shelly Dempsey, seeks faculty participation.

### **Palmetto College Research and Productive Scholarship Committee:**

#### **Speaker: Matt Rashotte**

- The first annual Palmetto College Faculty Research Conference and poster showcase took place on October 24th during the fall social event at Union. The showcase featured ten posters from various disciplines, including psychology, biology, mathematics, English, and statistics. Each campus—Union, Salkehatchie, Lancaster, Sumter, and PC Columbia—contributed to the event.
- The showcase was a vibrant event that facilitated great interactions and idea exchanges among Palmetto College faculty. The event was not just a social gathering but also an opportunity for research interaction.
- Matthew Rashotte expressed gratitude for Steve Lounce's leadership, Andrew Kettler's assistance, and Jean Carrano's contributions to the event's success. He also acknowledged Zane Morton, a student photographer, for capturing the event, and Maggie Aziz for coordinating it. Plans are already underway for the second annual conference next fall, with an open invitation for participation.

### **Palmetto College Policy Advisory Committee: Speaker: Steve Lownes**

- During the Policy Advisory Committee meeting, Steve Lownes discussed two policies from Palmetto College that are under review.
  - The first policy, originating from Lancaster, concerns freedom of expression
  - The second policy addresses course buyouts.
- Both policies are set to be reviewed by the Policy Advisory Committee (PCPAC) and will undergo a process of open comment and feedback.
- Steve Lownes clarified the procedure for policy amendments, emphasizing that any changes must be sent back to the original creators of the policies. These policies will then return to the PCPAC for further evaluation, ensuring all comments and necessary substantial changes are incorporated. This process may cause confusion, but it is standard procedure to ensure thorough consideration.

### **Unfinished Business**

#### **Motions on Senior Instructor: Speaker: Steve Lownes**

- Discussion centered around proposed changes to faculty promotion procedures, particularly for senior and principal instructor roles. Key issues include:
  - **Evaluation Criteria:** The classification of "highly effective" is questioned since some campuses, like Lancaster, don't use this

category in annual administrative reviews. This could potentially affect pay increases tied to this evaluation but may be covered by the clause "effective over time."

- **Promotion Eligibility:** Concerns were raised about individuals with substantial teaching experience at other institutions being eligible for promotion to principal instructor after joining a new campus. The need for clear guidelines was highlighted, especially for campuses without a senior instructor position.
  - **Committee Composition:** The makeup of promotion review committees was discussed, specifically whether instructors can serve if there aren't enough eligible faculty members. Consideration was given to including faculty from other institutions if necessary.
  - **Procedural Clarity:** The need for precise language in the procedural documents is emphasized, with attention to grammatical issues such as sentence fragments.
  - **Legislative Impact:** Potential legislative changes to tenure and their implications on faculty promotion tracks were considered, though it is not seen as a direct issue for the current manual revisions.
- The committee plans to finalize the documents and seek feedback from the Provost's office before voting on the changes.

#### **Motions on Grievance: Speaker: R. Mac Jones**

- The team decided to address the grievances related to system affairs during a meeting scheduled for January. The discussion is planned to take place in the first session of the spring term.

#### **New Business:**

##### **Motion on PC Representation on Columbia Committees: Speaker: Steve Lownes**

- Proposed changes to the PCPAC (Palmetto College Policies Advisory Council) were addressed by Steve Lownes
- One change involves adding two members from the Palmetto College Staff Senate's Executive Committee to the PCPAC. This addition aims to ensure staff representation in policy discussions that may impact them. The current committee composition includes nine faculty members, six administrators, and one student representative. The proposed changes would result in equal representation of faculty and non-faculty members, totaling nine each, including the student representative.
- Concerns about maintaining the committee's identity as primarily a faculty committee were addressed.
- Suggestions were made to adjust voting rights to address representation concerns, such as potentially having non-voting administrative or student roles.

- Steve Lownes proposed that the committee consider these changes further and discuss them in a future session after everyone has had a chance to review the proposed adjustments.
- The meeting concluded with plans to revisit the issue, allowing for further input and potential modifications.

### **Updates/Discussion Related to Columbia Faculty Senate and the Faculty Senate Manual: Speaker Steve Lownes**

- Steve Lownes shared that updated manual now includes official capacities for various committees, such as the Committee on Carolina Core and the Committee on Instructional Development.
- Some committees, like the Academic Affairs and Faculty Liaison Committee, were removed as they no longer exist.

### **Committee Updates:**

- Tekla Johnson is serving a three-year term on the Committee on Carolina Core.
- The Faculty Committee on Research now includes Matt Rashotte, representing the Palmetto College Research and Productive Scholarship Committee.
- Steve Lownes is on the Senate Steering Committee as Chair of the Palmetto College Faculty Senate.

### **Salkehatchie Resolution on PCACAF 1.80 and 1.82: Speaker: David Dangerfield**

- David Dangerfield shared that during a faculty meeting, the Salkehatchie faculty addressed concerns regarding policy proposals 1.80 and 1.82. The Salkehatchie faculty agreed that these proposals require clarification and improvement before moving from the faculty stage of policy development to administrative review. They emphasized the need for clearer definitions and more detailed procedures concerning incivility and the proposed ad hoc grievance committee.
- David Dangerfield presented a resolution and motion to the Palmetto College Faculty Senate, suggesting that the Policy Advisory Committee (PCPAC) should refine these policies, taking into account recent public comments. The proposal was seconded by Patrick Saucier, and a discussion ensued about procedural steps and whether a formal vote was needed to return the proposals to the PCPAC for further review.
- During the discussion, Tekla Johnson and Andrew Kettler mentioned that their respective groups supported the recommendation for revisions, citing concerns about potential unintended consequences and the need for timely policy implementation.
- Steve Lownes clarified the procedural aspects and agreed that the proposals should be reviewed again by the PCPAC. The Senate voted in favor of this motion, and plans were made to hold a PCPAC meeting after Thanksgiving to discuss the proposals further. Additionally, there were

technical issues with the online comment submission process, which were acknowledged and will be addressed in future efforts to gather feedback. The meeting concluded with plans to compile comments and set meeting times for further discussions.

**Announcements:**

- Faculty Social Event: Tekla Johnson expressed gratitude for the success of the faculty social event, noting that although only ten faculty members presented, 30 to 40 people attended and enjoyed the event. She encouraged continued efforts for such gatherings.

**Adjournment:**

- Steve Lownes proposed adjourning the meeting, seconded by Claudia Heinemann-Priest.



# Chancellor's Update

**Presented to Palmetto College Campuses Faculty Senate**

by

Craig Wilson, Chancellor

# Agenda

1. Current Enrollment and New Market Analysis
2. Palmetto College Strategic Opportunities

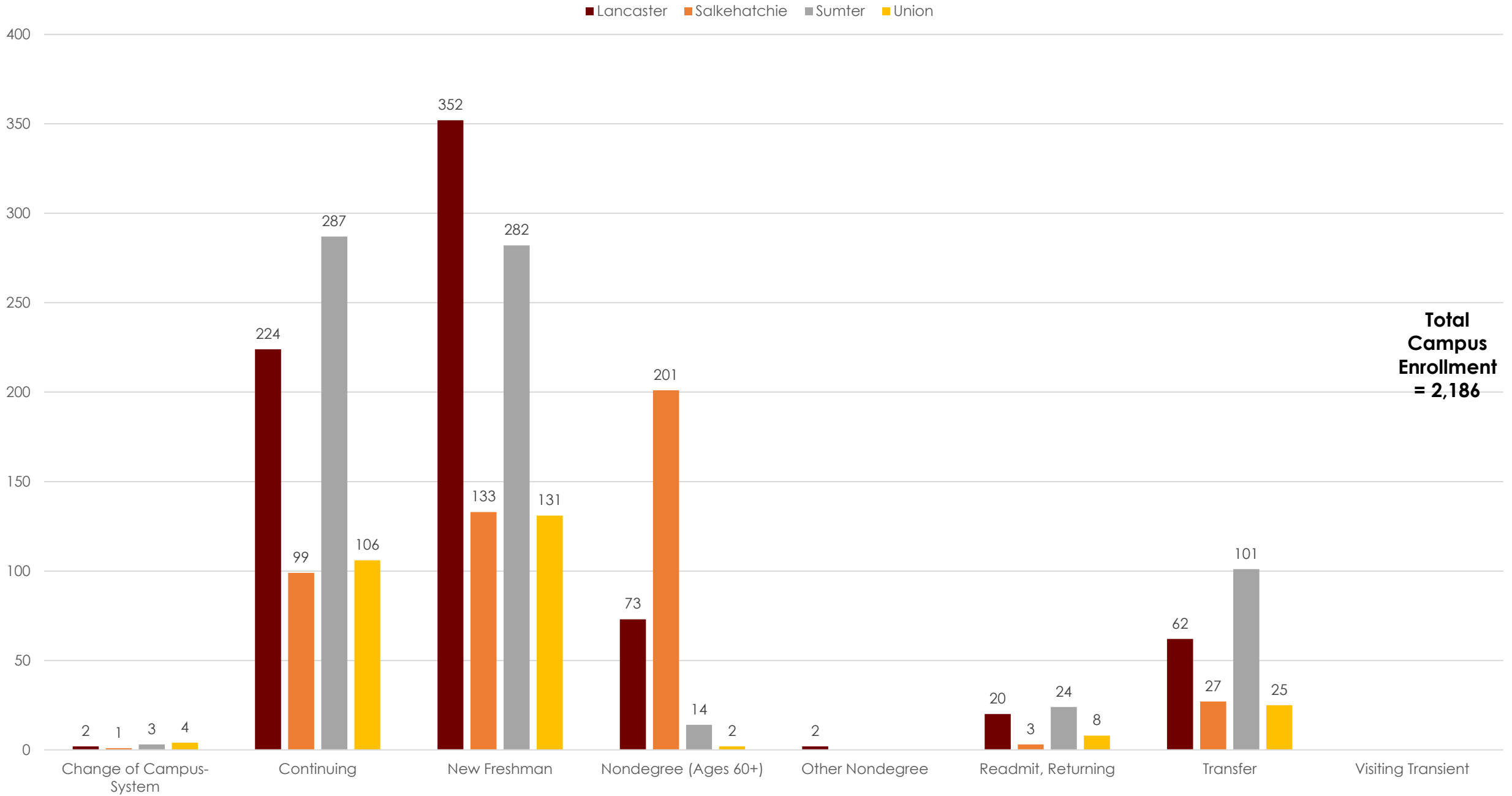
***Quote: Education is the movement from darkness to light. ~ Allan Bloom***

# Current Enrollment and New Market Analysis

# Current Enrollment

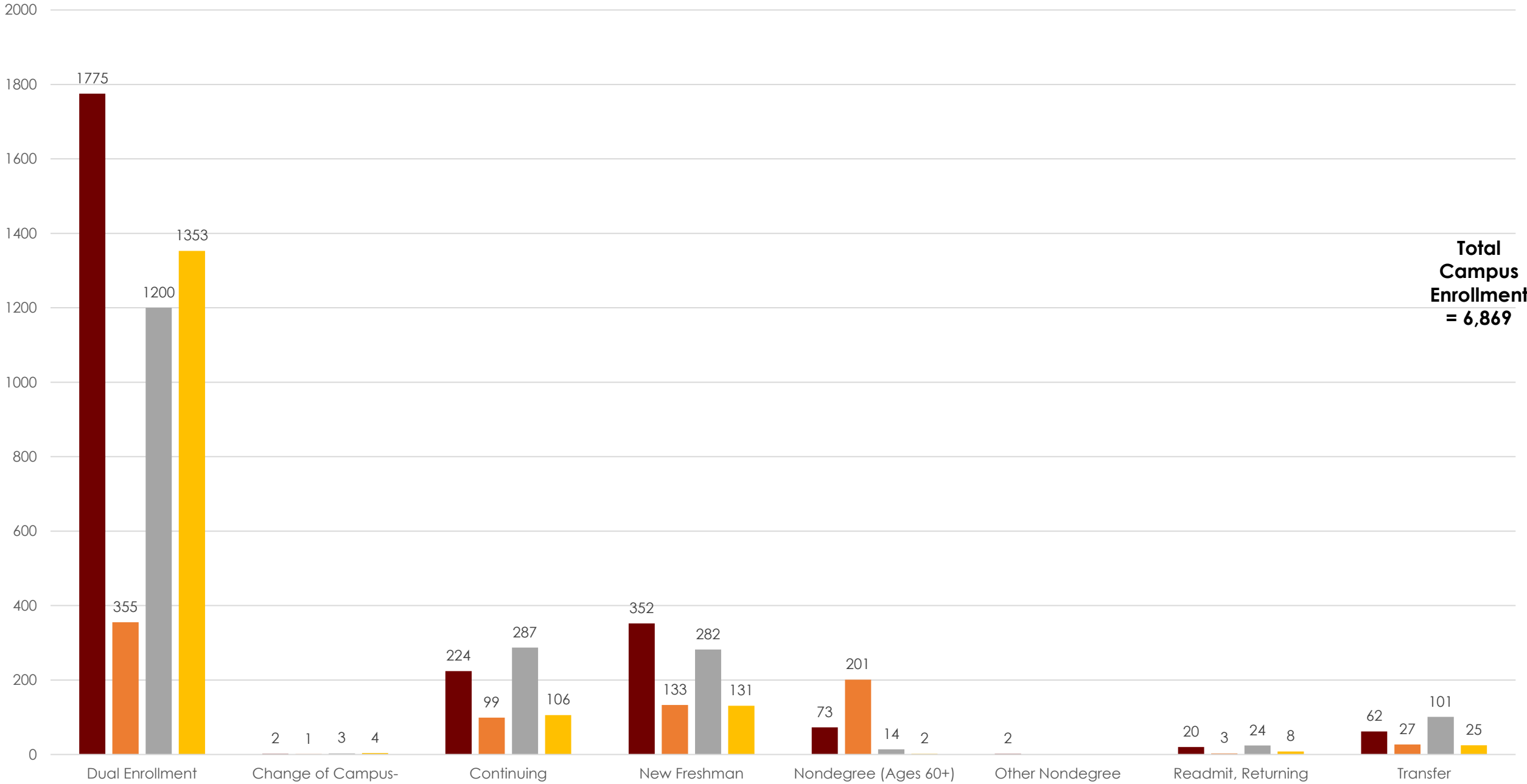
- **Enrollment Growth** - Record Overall Enrollment: 8,536 (8,033; +6.26%)
  - Campuses: 6,869 (6,535; +5.11%)
    - **PC Campus Traditional:**
      - 2,186 (-4% YOY: 2,277)
        - Loss of 91 students
    - **PC Campus Dual Enrollment:**
      - 4,683 (+10% YOY)
        - Gain of 425 high school students
  - 2+2 On Campus:
    - 134 (+7.2% YOY)
      - Gain of 9 students
  - Online Delivery:
    - 1,533 (+11.65% YOY)
      - Gain of 160 students

## 2025 PC Campuses Enrollment Data (no duals)



# Fall 2025 PC Campus Enrollment Data (w/duals)

■ Lancaster 
 ■ Salkehatchie 
 ■ Sumter 
 ■ Union



**Total  
Campus  
Enrollment  
= 6,869**

# Palmetto College Campus Enrollment - Asymmetrical

Traditional Enrollment

Dual Enrollment

30%

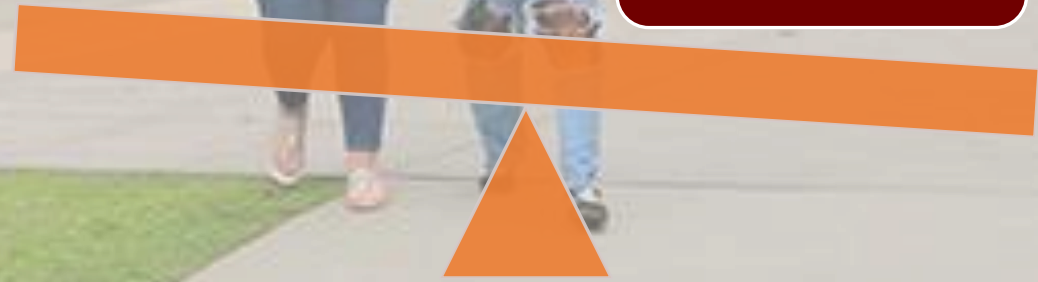
70%

2,186

4,683

-4% YOY

+10% YOY



# New Market: Expand to Nontraditional Students

(under age 65)

## United States

37,600,000+

## South Carolina

453,000+

## Main Service Counties:

- Lancaster, Allendale, Colleton, Sumter, Union = 31,600+
- Richland = 55,000+
- **Total Nontraditional Students = 86,600+**

# Palmetto College Strategic Opportunities

# Vision Update

- **Vision (current):** To provide accessible, affordable, and flexible higher education options for South Carolinians and beyond by offering online degree completion programs and regional campuses that allow students to pursue a University of South Carolina degree without relocating.

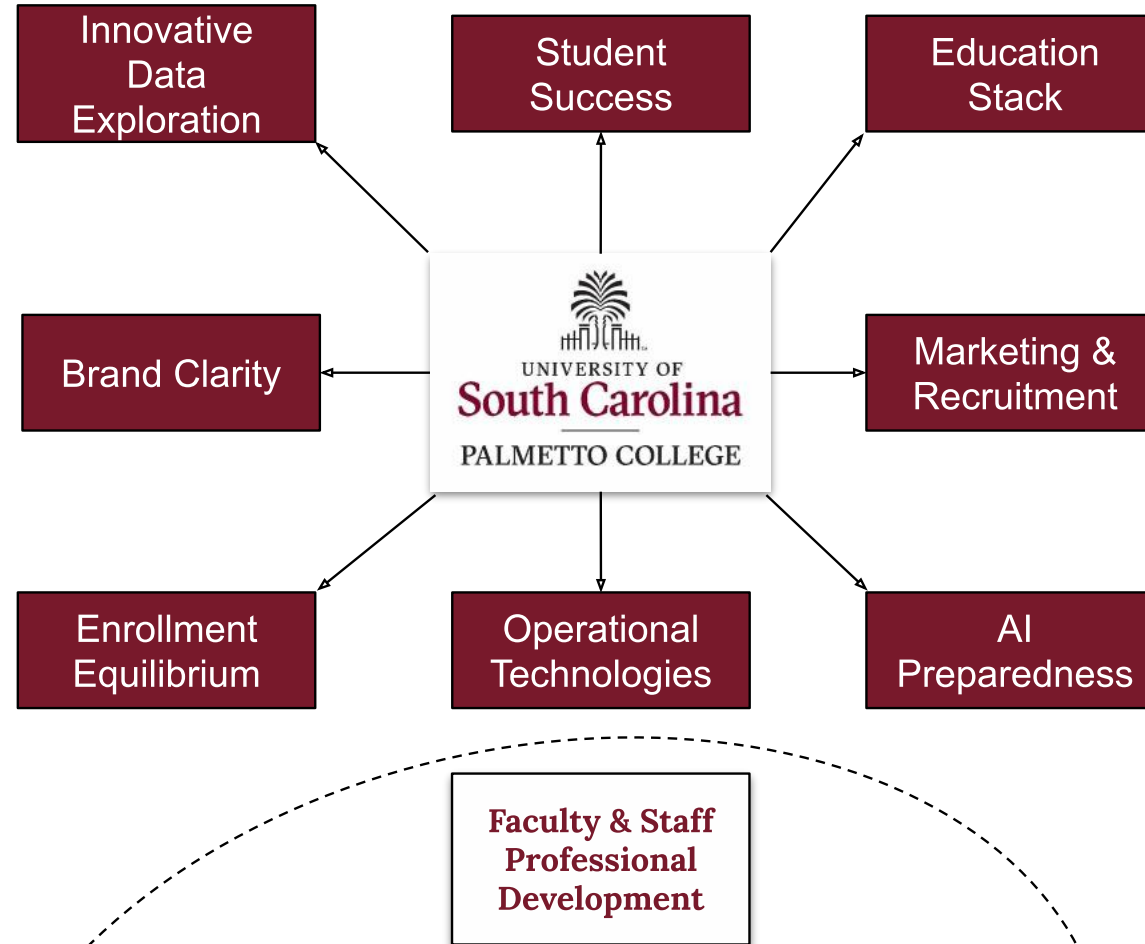


- **Vision (Working):** To be the premiere knowledge enterprise for ambitious students in South Carolina and beyond that seek exceptional learning experiences from South Carolina's flagship university through regional campuses and online and hybrid modalities that prepare them to succeed in a rapidly changing world.

# Metacollege Framework Applied to Palmetto College

**Definition:** The Metacollege Framework enables a college to become a future-focused learning enterprise that balances human intelligence (HI) and artificial intelligence (AI) to prepare learners to be creators, leaders, and change agents in their chosen fields of endeavor.

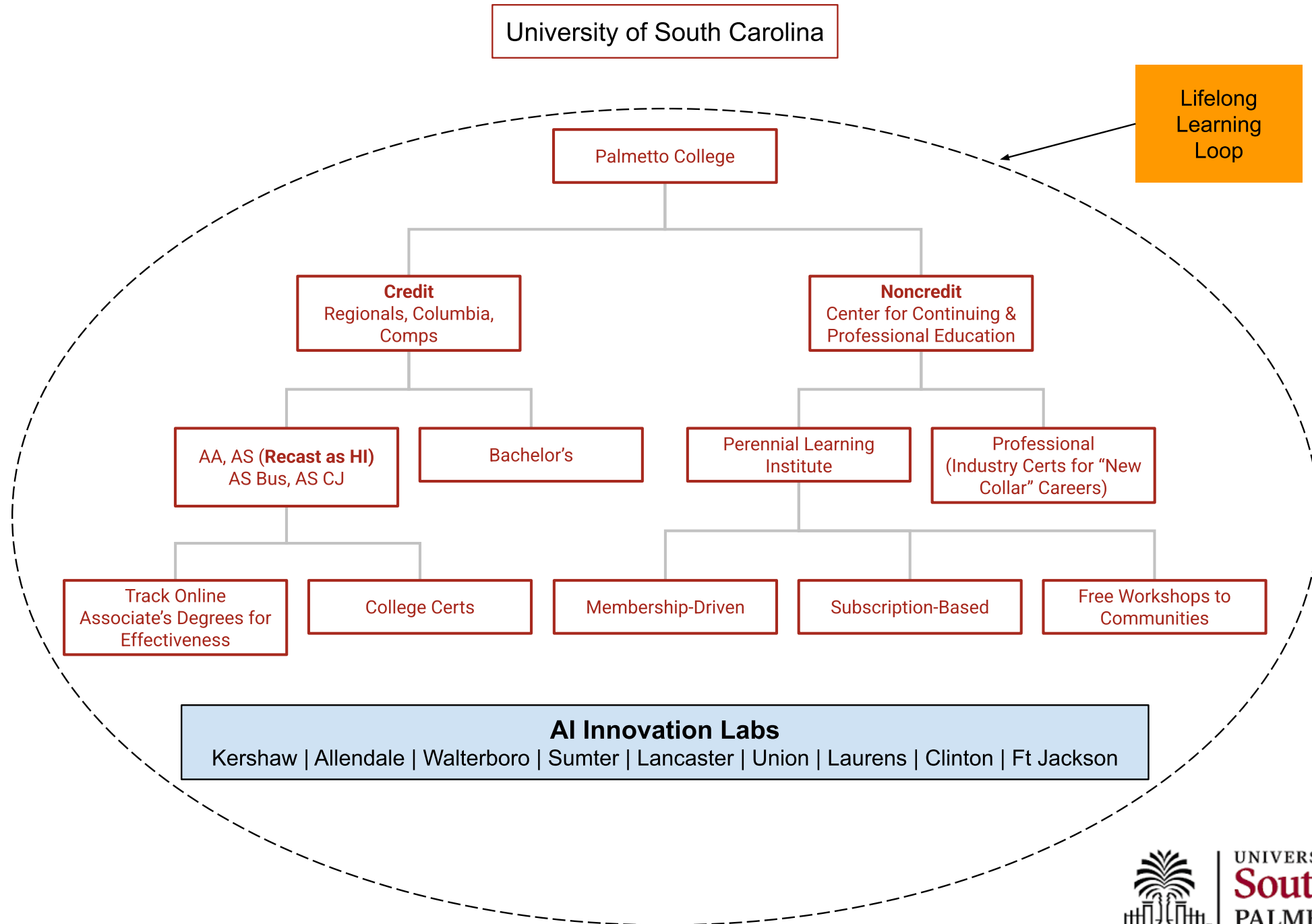
Collegium Magistrorum et Scholarium



**Mindset:** Ambitious and innovative thinking to benefit our students, colleagues and communities.

**Mission:** Unwavering belief in PC common mission.

**Moonshot:** Willingness to adopt a transformative future beyond PC's current reach.







**Dr. Walter Collins**  
**Executive Vice Chancellor/Associate Provost**

## **Report to the Palmetto College Campuses Faculty Senate November 14, 2025**

The following are items that have occupied time since the last PCC Faculty Senate meeting:

- **Regular attendance at standing and special called meetings** – OIRAA, EMT, Academic Programs, SC CHE, and USC Policy Advisory Council.
- **Policy Advisory Group** – The group continues to meet. I continue to pass along all information I get from the group in an effort to keep Palmetto College and our own Policy Advisory Group informed.
- **Commission for Public Higher Education** – Standards and Procedures Working Group – as mentioned before, Dr. Michael Sonntag and I are participating in this group, as well as Dr. Patrick Lawrence, USC Lancaster, who was chosen by the PCCFS Executive Committee to represent the faculty. Twenty-one standards have been developed through input shared from far and wide, including those sent by our Palmetto College Faculty Organizations. We are waiting to see what is developed next as the evidentiary documentation in support of the 21 standards. More will be shared as it becomes available. Please see accompanying PowerPoint slides prepared by the USC OIRRA, detailing the activities of the group and timeline so far.
- **Academic Program Review** – The BOL/BLS degrees, as well as the AA and AS degrees, will undergo Academic Program Review in accordance with policy [ACAF 2.20](#) in CY 2026. We will need several Palmetto College faculty members to participate on the review teams. More information will be shared in the next several weeks.

- **Palmetto College Tenure and Promotion** – The 2025-2026 Tenure and Promotion candidate files are currently being reviewed by the local campus T&P committees. The Tenure and Promotion Workshop will be held on Friday, January 16, 2026 in the Carolina Room of the Capstone Conference Center in Columbia. An Invitation for registration will be sent out later this month
  
- **Explorance Blue** – Faculty can access a recorded faculty training session on Explorance Blue, available at the following link on the Office of the Provost’s Student Course Experience Surveys webpage:  
[https://sc.edu/about/offices\\_and\\_divisions/provost/faculty/support\\_for\\_teaching\\_excellence/course-experience-surveys/](https://sc.edu/about/offices_and_divisions/provost/faculty/support_for_teaching_excellence/course-experience-surveys/)
  
- **Reminder about faculty resources:**
  - The **Center for Teaching Excellence** offers resources for Palmetto College faculty and staff. Find out more about what is happening there at this link: [https://sc.edu/about/offices\\_and\\_divisions/cte/](https://sc.edu/about/offices_and_divisions/cte/)

# CPHE UPDATES



## **PUBLIC Feedback and Comments**

**CPHE received 117 comment submittals totaling 457 pages (408 pages, once duplicates were removed). The 117 submittals do not represent just 117 individuals; many submittals contain the opinions of multiple people.**



# CPHE Evidentiary Guidance (Draft in-process)

**Work continues drafting the evidentiary documentation that will supplement the CPHE standards. The goal of the evidentiary documentation is to provide guidance and clarity while also maintaining flexibility for institutions to document compliance.**

## **Goals for CPHE Evidentiary Guidance Document**

- **Provide guidance and clarity while maintaining flexibility by mission**
- **Provide introduction regarding operating assumptions and definitions**
- **First edition is for guidance of first cohort of 10 institutions, and guidance will be updated in 2026 for second cohort.**

# CPHE Board of Directors adopt set of accreditation standards

The CPHE Board of Directors adopted a set of accreditation standards, and those standards have been [posted to the CPHE website](#).

## **Integrity, Transparency, and Compliance**

1. The institution demonstrates integrity across its organization and its activities.
2. The institution is transparent in, publishes accurate information regarding, and complies with its own policies and practices.
3. The institution documents its compliance with Title IV of the Higher Education Act, as required by federal regulations.
4. The institution employs conflict-of-interest policies and requires regular declarations regarding conflicts of interest from appropriate personnel.

## **Continuous Improvement**

5. The institution enacts processes for continuous improvement across its organization and activities, assessing outcomes versus goals, applying lessons learned to the improvement of policies and actions, and then repeating this cycle at appropriate intervals.

## **Governance and Leadership**

6. The institution's governance structures and practices demonstrate sound fiduciary oversight and sound executive management.
7. Institutional decision-making is characterized by shared governance in appropriate processes and as documented in appropriate policies.

# CPHE Board of Directors adopt set of accreditation standards

## **Mission, Public Purpose, and Academic Excellence**

8. The institution fulfills an appropriate mission.
9. The institution, as a state entity, furthers the public good.
10. The institution strives for and demonstrates its pursuit of academic excellence

## Faculty

11. The institution employs faculty of appropriate number and qualifications to support academic programs.

## **Academic Freedom and Intellectual Diversity**

12. The institution's policies and practices support the academic freedom of the institution and its faculty.
13. The institution's policies and practices support the intellectual diversity of its faculty and students in academic and co-curricular life.

## **Curricula**

14. Institutional curricula are appropriate to mission and designed with rigor appropriate to degree level and/or credentialing requirements.

## Measures of Program Length

15. Institutional program lengths are appropriate to degree level and/or credentialing requirements.

# CPHE Board of Directors adopt set of accreditation standards

## **Student Learning, Student Success, and Student Support Services**

16. The institution employs best practices to measure and improve both student learning and student success as assessed by varied methods.

17. The institution provides student support services of appropriate variety and scope, for both academic and co-curricular purposes.

## **Fiscal and Administrative Capacity**

18. The institution maintains fiscal and administrative capacity sufficient to fulfill its mission.

## **Facilities and Other Resources**

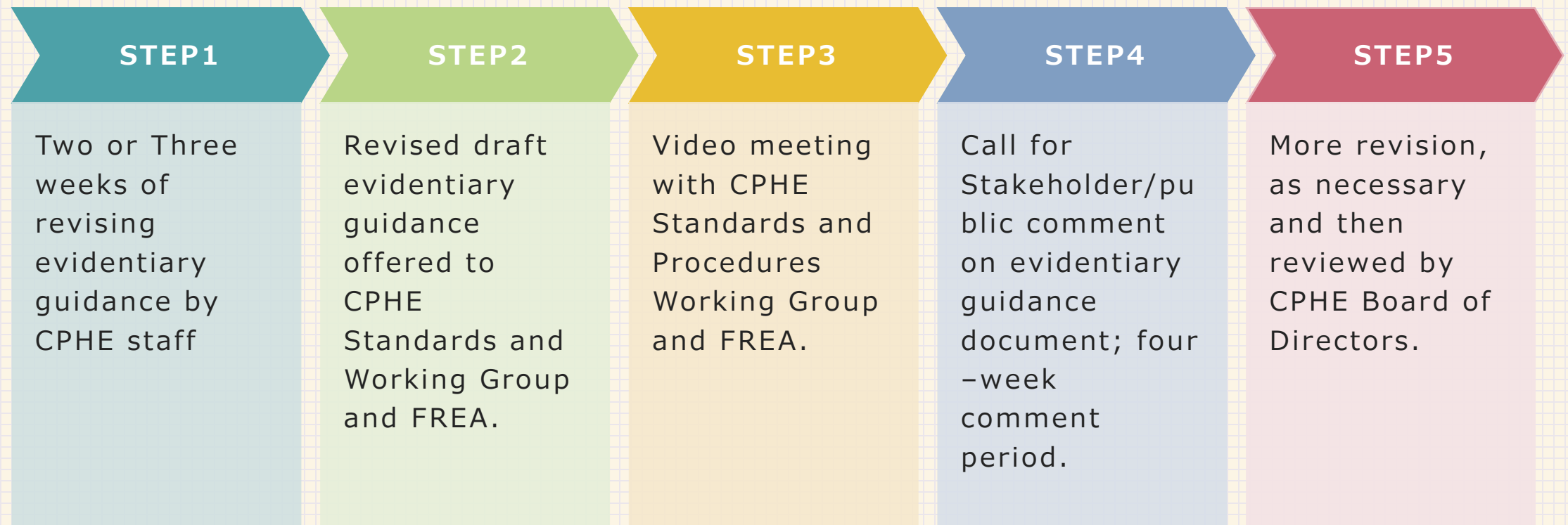
19. The institution maintains facilities, equipment, supplies, and infrastructure sufficient to fulfill its mission.

20. The institution maintains access to scholarly collections, materials, and tools sufficient to fulfill its mission.

## **Records of Student Complaints**

21. Upon the Commission for Public Higher Education's request, the institution will supply records of student complaints—as required by U.S. Department of Education regulations—and will demonstrate adherence to regulations, policies, and practices for management of student complaints.

# Timeline





M. Ron Cox, Jr., Ph.D., Dean  
USC Palmetto College Columbia

**Palmetto College Faculty Senate  
Dean’s Report – Palmetto College Columbia  
14 November 2025**

**I. Palmetto Pathway**

- We continue to monitor the progress of all Pathway students currently enrolled in the program (89), pursuing “early intervention strategies” to help ensure students remain on track to successfully complete the program by the end of SPRING 2026.
- A Pathway “Halloween Boondoggle” was held on Thursday, October 30, which included food (pizza & cookies), games, fortune-telling, etc. We were especially pleased that Chancellor Craig Wilson joined us for the gathering and got to address and meet with many of our students.
- Chancellor Wilson and I met with Dr. Elizabeth Orehovec, vice president for enrollment management and executive director of undergraduate admissions, on Monday, October 27, to discuss proposals and options for future expansion of the Palmetto Pathway.
- The SPRING 2026 academic course schedule is up and we have begun advising students for registration into courses for that semester.
- **PATHWAY PROGRAM OVERVIEW** (after SUMMER 2025 grades reported):

| Cohort Year | Cohort Size | Completed Program | Continued at USC | Notes  |
|-------------|-------------|-------------------|------------------|--|
| 2019-20     | 54          | 46 (85.2%)        | 44               | 27 baccalaureate graduates (6 with honors); 50% DEGREE COMPLETION within 6- year period  |
| 2020-21     | 49          | 32 (65.3%)        | 29               | 20 baccalaureate graduates (1 with honors); 40.8% DEGREE COMPLETION within 5-year period   |
| 2021-22     | 93          | 72 (77.4%)        | 72               | 36 baccalaureate graduates (11 with honors); 38.7% DEGREE COMPLETION RATE within 4-year period; 17 students enrolled as seniors; 08 as juniors |
| 2022-23     | 89          | 76 (85.4%)        | 74               | 40 students enrolled as seniors; 27 as juniors; 02 as sophomores   |
| 2023-24     | 98          | 91 (92.9%)        | 91               | 71 students enrolled as juniors; 14 enrolled as sophomores   |
| 2024-25     | 81          | 75 (92.6%)        | 72               | 72 enrolled in FALL 2025 as sophomores   |
| 2025-26     | 89          |                   |                  | In progress  |

## II. Palmetto College Bachelor Degree Programs

- As of the Freeze Date for FALL 2025 (October 17), enrollment in the Bachelor of Arts in Liberal Studies degree program stood at 105 (-5 from last year) and enrollment in the Bachelor of Arts in Organizational Leadership program stood at 79 (+6 from last year), so it's a net gain in enrollment of +1.
- Chelsea Corbett continues to do yeoman's work in advising and guiding our BLS & BOL students toward degree completion.
- Dr. Steve Lowe, Associate Provost Walt Collins, and I have begun gathering information and data necessary to complete external program reviews for the BLS and BOL degrees this academic year. This is necessary for Palmetto College to remain in compliance for academic accreditation and the process is outlined in [ACAF 2.20](#).
- The BLS/BOL Academic Advisory Committee met on Friday, November 07. The committee's report and recommendations have been submitted to the PC Senate System Affairs Committee for consideration.
- In conversations with the Chancellor, he has expressed a keen interest in increasing the number of baccalaureate degrees offered by Palmetto College, and we are exploring those possibilities.

## III. Fort Jackson / Palmetto College Military Programs

- Due to the Federal Government shutdown (which, as of the writing of this report, should be ending), the "ribbon cutting" ceremony for our return to on-site classes at Fort Jackson, originally scheduled for November, 17, has been postponed. The event has been moved to January. We continue to look forward to returning to on-site classes and expanding our offerings to military students (and their dependents).

## IV. Miscellaneous Items from PC Columbia

- Many thanks to Matt Rashotte and Jean Carrano for all of the work they did in helping to run the Faculty Social (and Research Presentation) event on October 24 at USC Union, and our deep appreciation to Dean Lowell and all the folks at USC Union for their gracious hospitality in hosting the event.
- Dr. Julia Elliott continues to make waves throughout the literary world with *Hellions*, which has been nominated for the Southern Book Prize by the Southern Independent Booksellers Alliance and several "amazing Southern Indie bookstores." Most recently, she participated in the 2025-2026 Visiting Writers Series at Lewis & Clark College in Portland, OR.



- Monday, December 15 – Commencement Exercises at USC Columbia (includes AA & AS degrees, as well as BLS & BOL, and PC Faculty are welcome to march in the procession)
- Tuesday, December 23 – Last Day Offices are Open Before Winter Break
- December 24 through January 01 – University Closed
- Friday, January 02 – Offices Re-open
- Monday, January 12 – Classes begin for SPRING 2025

My sincere thanks to the Senate for allowing me to share some of the goings-on at Palmetto College Columbia.

Respectfully submitted,

A handwritten signature in blue ink that reads "M. Ron Cox, Jr." with a stylized flourish at the end.

M. Ron Cox, Jr., Dean  
Palmetto College Columbia



UNIVERSITY OF  
**South Carolina**  
LANCASTER

Dr. Courtney B. Catledge  
Regional Palmetto College Dean

Report to the Palmetto College Faculty Senate  
November 14, 2025

## People

### Enrollment

Fall 2025 enrollment freeze is strong. **As of October 28, we are at 2510 for headcount enrollment.** Registration for Spring 2026 is now underway.

### Staff search continuing:

Director of Security  
Accounts Receivable Manager

### Faculty searches:

Assistant Professor/Instructor of Computer Science  
Instructor of Psychology  
Instructor of Sociology  
Professor of Biology  
Instructor of HPEB and Director of Health Coaching Program

### Upcoming Searches:

Recruiter  
Executive Director of Enrollment Management

### Athletics

The men's soccer season has concluded. The men's soccer team ended the season as **Region X Champions. The men lost in a highly contested game in the District Tournament** against the #4 team in the country.

**Congratulations to the women's soccer team members who won their Region Tournament and are Region X Champions!** They played in the District Tournament this past weekend. They won their semi-final match but lost in overtime to the #1 team in the country.

### Region 10 Soccer Awards: Coach of the Year: Kenny Halas

Men: 1<sup>st</sup> Team: Carlos Vasquez

2<sup>nd</sup> Team: Brennan Lauderback  
Luca Swartz  
Vinicius Teixeira  
George Talbot  
Honorable Mention: Kade Collier

**Women's:** Region 10 Player of the Year: Lily Loyet  
1<sup>st</sup> Team: Lily Loyet  
Elaine Otten  
Maddie Pope  
Lyndsey Lupton  
Varinia Delgado  
Fien Bisschops  
Katie Reyes  
Honorable Mention: Waverleigh Hash

**Volleyball** finished the regular season as the Region 10 Runners-up.

### **All-Region Awards**

1<sup>st</sup> Team: Taaj Rockman  
2<sup>nd</sup> Team: Lauren Bailey  
Isabelle Conradie  
Nyla Snipes  
Vero Ruiz

### **Campus Finances**

The **Dean's Budget Advisory Group** met on November 4<sup>th</sup> to review campus finances. Buddy Faile presented a **campus budget update on Monday, November 10 with identical sessions at 12:20 and 2:30.**

### **Other items...**

- Beginning Nov. 8, USC Lancaster's Native American Studies Center will host its **20<sup>th</sup> Annual Native American Studies Celebration**, featuring lectures, an artist market, a book signing, a Native American artifact ID session, and more.
- Many thanks to Mr. Buddy Faile for completing and submitting the USC Lancaster **Equity in Athletics** report to the federal Department of Education.
- **Junior Scholars Day, Open House, and Scholarship Luncheon.** USCL hosted three important events these past two weeks honoring our current students and showcasing USCL excellence to our future students. Thanks to everyone who attended the Scholarship Luncheon last Wednesday. Also, a big thanks to Ken Cole for organizing the USCL Open House, which 51 guests attended. Thanks to Ms. Ellis for all her work with Junior Scholars Day, and Professor Philip Parker for speaking at the event. We partnered with Founders this year by presenting Mad City Money. There were over 120 High School Juniors from 8 districts and 15 high schools in attendance.

- **The First-Generation College Celebration** is celebrated annually on November 8 to commemorate the signing of the Higher Education Act of 1965. USCL's annual celebration of this event took place on **Thursday, November 6**. This year's event included food trucks, music, and sidewalk interviews of faculty, staff, and students concerning the first-gen college experience.
- USC Lancaster **Research and Productive Scholarship Grant applications** are due by 5:00 pm on Friday, November 21<sup>st</sup>. Both faculty and staff are eligible to apply. More information will be shared by the committee.
- The annual **Dr. Richard Gannaway Scholarship Luncheon** was held on Wednesday, November 5 at noon in the Arnold Special Events Room. We hosted approximately 275 in attendance. We are awarding approximately \$400,000 in scholarships this year.
- The faculty/staff **Holiday Luncheon** is scheduled for Tuesday, December 9 from 11:30 to 1:30 in the Arnold Special Events Room. The call for RSVPs is forthcoming.
- USC Lancaster's Dr. Pat Lawrence and Dr. Dwayne Brown provided an **ACT/SAT Workshop for LHS students** as part of the Lancaster Promise Neighborhood program.
- USC Lancaster hosted **AI-4-SC workshops** in the Palmetto College iCarolina Lab at the University of South Carolina Lancaster on Tuesday November 11 from 6-8pm and Wednesday November 12 from 6-8pm. Tuesday will be titled: "Generative AI for Beginners," and Wednesday will be titled: "Utilizing AI in your Business."
- **Development Reminders:**
  - We will participate in **Give Local** on National Philanthropy Day: Friday, Nov. 14, 2025. Please consider a donation to the Educational Foundation of USC Lancaster during this annual day of giving. We are focusing on the USCL General Scholarship Fund.
  - **Big Thursday of Lancaster** will be hosting their annual event this year on Thursday, Nov. 20. A portion of the funds raised are contributed to the Big Thursday Scholarship at USC Lancaster which supports Lancaster County students attending USC Lancaster.

## Recent Faculty Accomplishments

### SCHOLARSHIP

- **Sahar Aghasafari peer-reviewed publication:** Aghasafari, S., & Malloy, M. (2025). Exploring the Intersection of Media Arts and Science: A STEAM Learning Journey. *Art Education*, 78(5), 30-37.  
Conference Presentation: Aghasafari, S. & Cai, L. (2005). Presenting from Pixels to Proteins: Taking on Chemistry Learning through Media Arts and Graphic Novels. *South Carolina Art Education Association Conference*, Greenville, SC.
- **Connor Austell presented** his research at a conference entitled *US-UK Transatlantic Crossings in the Arts and Literature*. The conference was held in Nancy, France. This was a multidisciplinary, multinational conference focused on the

numerous cultural exchanges occurring between the US and Britain following the passing of the Monroe Doctrine in 1823.

- **Stephen Criswell** gave a talk on Catawba Nation pottery at Trident Community College's Native American Heritage Month on November 6<sup>th</sup>.

Stephen presented a paper on Native American communities in contemporary South Carolina at the Annual Meeting of the American Folklore Society in Atlanta

Stephen gave the keynote address for the Annual Meeting of the Daughters of Indian Wars in Greenville, SC.

Stephen hosted and consulted with staff from the Columbia Museum of Art and Discovery Place.

- **Chris Judge** presented *A History of Native American Archaeology in the Wateree Valley*. Presented at the Archaeological Institute of the Pee Dee's Public Archaeology Day, Florence County Museum, on October 4<sup>th</sup>.

Chris presented a lecture at the SC Humanities Festival at the NASC on October 18<sup>th</sup>: *Native American Archaeology in South Carolina*.

- **Evan Nooe served as chair and discussant** on a roundtable titled "Distorted Pasts: Pioneers, Settlers, and Native Americans in American Memory" at the annual meeting of the American Society for Ethnohistory in San Antonio, Texas. Evan served as chair for the panel "More than Lost Causes: Indigenous Memory in the American South," also at the annual meeting of the American Society for Ethnohistory.

Evan presented a paper titled "Disney Springs and Florida Heritage Tourism: Settler Origins & Historical Memory" at the Florida Historical Society Annual Meeting & Symposium in Orlando, Florida.

- **Debbie Rowell served as a reviewer** for two textbooks from Cognella Press: *Criminal Law Today* (7<sup>th</sup> ed.) by Frank Schmalleger, and *Radical Profiling in Policing: Beyond the Basics* (3<sup>rd</sup> ed.) by Alejandro del Carmen.

The publisher of Dr. Schmalleger's text *Absolutely 100% Not Guilty: A Contemporary Case Study of the O. J. Simpson Trial* (2<sup>nd</sup> ed.) contacted Debbie to use quotes from her in their marketing campaign and publicity for the book.

## **RECOGNITIONS**

- **Bettie Obi-Johnson was chosen to be an Advanced SC LEND trainee** this year with a project to share the SC LEND course developed at USCL with other campuses. The hope is to expand LEND programming to more students to educate about disabilities and recruit more people to careers in this field.

Bettie, Amy Hood, and Dominique Waller took the SC LEND students to a statewide SC LEND leadership conference on October 24<sup>th</sup>. They all participated in advocacy projects during the meeting and will present findings and plans at the leadership meeting in February.

- **Tracey Mobley Chavous was honored** to be a proposal reviewer for the 45<sup>th</sup> Annual Conference on the First-Year Experience. This national appointment is a recognition of her expertise and ongoing contributions to improving the first-year student experience. Her involvement in the conference review process not only advances professional standards in the field but also reflects positively on USCL's commitment to student success and engagement.
- **Brandon Newton was named** The South Carolina House Legislator of the Year by the South Carolina Chamber of Commerce.
- **John Rutledge was accepted** as a full member of the Sons of the American Revolution (SAR). He became interested as a member representing our campus on the local historical 250<sup>th</sup> Committee. The research and documentation required was challenging and is a strong recognition of his work.
- **Lauren Thomas, Sarah Sellhorst, and Liz Easley gained approval** for USCL to now be an Approved Training Program by the National Board of Health and Wellness Coaching (NBHWC). Graduates of this program who successfully complete the four courses within the pathway will be eligible to apply for the HWC Certifying Examination to become a National Board-Certified Health & Wellness Coach (NBC-HWC). Here is a 13-minute presentation on the details of the recently approved [Health Coach Training Pathway](#)

## **CLASSROOM**

- **Students in Pat Lawrence's Children's Literature class** have visited four elementary classrooms in Lancaster to read books they selected based on their insights from the course. As a result, they introduced over 80 area children to both great books and USCL.

The students' semester service projects have already collected over 700 books (and counting!) to be donated to local group homes, shelters, free libraries, and under-resourced schools and libraries.

They also took a field trip to the Lindsay Pettus Greenway Story Walk to explore how children's literature is being used in our community.

- **Bettie Obi-Johnson's** CHEM 107L students from Fort Mill High School visited our campus last month. Dr. Johnson serves as the USCL faculty of record, and Mrs. Blair Tate is the high school facilitator. During the visit, Dean Catledge and Associate Dean Roberts welcomed the students, who conducted a DNA profiling experiment and toured the science labs in Bradley. The experiment ran smoothly, and both students and teachers were very

impressed with our facilities. Bettie hopes the experience inspired some of them to consider continuing their education at USC Lancaster in the future.



**Palmetto College Faculty Senate  
November 14, 2025  
Campus Dean's Report**

**Campus Highlights:**

- Fall enrollment was 819 at freeze (October 17) with spring enrollment at 323 as of today.
- USC Salkehatchie's Leadership Institute is hosting a Leadership Panel discussion today at 12pm. Six (6) panelists from various backgrounds and organizations are participating with 50 students and community members registered to participate. The Southern Palmetto Chamber of Commerce is sponsoring lunch.
- USC Salkehatchie held a successful scholarship luncheon and celebrated the launch of the USC Salkehatchie John Winthrop Sr. Legacy Society on October 3. Approximately 150 in attendance.
- To celebrate our 60<sup>th</sup> anniversary, USC Salkehatchie hosted an alumni, faculty, staff, student, and family day and softball alumni game on the Allendale campus on Oct. 4. There were approximately 150 in attendance.
- The USC Salkehatchie Leadership Institute is accepting applications and nominations for Leadership Salkehatchie cohort to begin in January.
- Aiming for Excellence Award winners:
  - October – Jennifer Breland
  - November – Bernard Washington
- AI workshops in partnership with the College of Information and Communications were held in iCarolina Labs on both campuses in October.
- The Walterboro campus served as polling place for the November 4 election.
- We are currently working with 12 GLD students, a significant increase from last year's number of participants, which was four (4).
- USC Salkehatchie is collecting toys for children in the community this holiday season. We are supporting children through Allendale County DSS and sponsoring seven boys, ages 1-8 years old, through Colleton County First Steps.
- USC Salkehatchie is partnering with SC Works to create connection points in the iCarolina Lab on both campuses. These will provide the campus and community with access to online workforce resources, unemployment insurance information, and career services offered through SC Works. We are working to schedule ribbon cuttings on both campuses, with days and times to be announced soon.

- Negotiations are ongoing to reestablish the nursing partnership program. Donations from various sources have been secured and grants are being written/submitted.
- Received news today that USC Salkehatchie will be the host site for the South Carolina Tour of Americans exhibit in January 2027

### **HR Updates:**

- Hires since last report:
  - Janell Solomon - transitioned to Assistant Director of Financial Aid
  - Kimberlyn Fryar - STEM Teaching Assistant
  - Beth Jenkins - STEM Bus Teacher
  - Grace Cox – transitioned to Director of Educational Partnerships
  - Luke Mixson – Grounds/Maintenance on the Allendale campus
  - Rocshe Green – transitioned to Recruiter/Admissions Counselor
  - Carmen Taylor – transitioned from temporary to FTE Maintenance Staff on the Walterboro campus
- Currently accepting applications for the following positions:
  - Admissions Counselor/Recruiter
  - Academic Advisor (2 positions)

### **Faculty and student accomplishments:**

- Dr. James Cooke presented “Complex Solidarities: Irish Americans, Northern Ireland Civil Rights, and the Black Freedom Struggle,” Paper delivered at the Annual Meeting and Conference of the Association for the Study of African American Life and History, Atlanta, GA, September, 27 2025.
- Dr. James Cooke presented "Digitally Analyzing the Transatlantic Flow of Nonviolence: Media Coverage and the Spread of Civil Rights Ideas from America to Northern Ireland" at the Voices of Grambline Fall Workshop, October 16-17, 2025.
- Dr. David W. Dangerfield presented "A Patriot Family of the Lower Savannah Region" a lecture on the Tarleton Brown Family and the American Revolution for the SC250 at the South Carolina State Fair on October 10, 2025.
- Dr. Justin Mogilski and Dr. Bryan Love have recently published an article titled "[Defining diversity, equity, and inclusion \(DEI\) by the scientific \(de\)merits of its programming](#)" in Springer Nature.
- Dr. Justin Mogilski's article "How do people maintain consensual non-monogamy? An international development and validation of the Multiple Relationships Maintenance Scale (MRMS)" was published.
- Dr. Justin Mogilski presented "How do people maintain multiple intimate relationships? Data from an international sample of people in consensually non-monogamous relationships" at the Sexual Health Alliance Conference in Denver, Colorado on October 10, 2025.
- Dr. Justin Mogilski appeared on Dan Savage's podcast "Savage Lovecast" on November 4, 2025.

- Dr. Carley Robertson presented "The Formidable Editress: Then and Now" at the International North American Victorian Studies Association (NAVSA) on November 8, 2025.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "April Cone". The signature is fluid and cursive, with the first name "April" being more prominent than the last name "Cone".

Dr. April Cone  
Campus Dean



PC Faculty Senate Report  
November 14, 2025  
Eric M. Reisenauer, Ph.D.

**Faculty (as reported)**

Since last Senate (September 19, 2025), 2 faculty produced 2 publications, presentations, or other scholarly works, or won awards and other recognition for scholarly work or service:

**Sher Chhetri**

- Sher Chhetri presented a poster at Palmetto College Campuses Fall Social and Faculty Research Conference at USC Union on Friday, October 24, 2025. The title of the presentation was “Exponentiated Odd Lindley-X Power Series Class of Distributions: Properties and Applications.” The work was joint with Fastel Chipepa, Nonhle Mdziniso and Shahid Mohammad.

**Dan Kiernan**

- Dr. Kiernan presented a poster at the below conference: PC Social on Friday, Oct. 24 in USC Union. Plankton Exploration at Swan Lake Iris Gardens: A Mentoring Summer Research Project for Students

**Campus/Accolades**

- USC Sumter’s Fall Enrollment reached another historic record with 1,912. This is a 6% increase over last year.
- The Anderson Library received a generous and extensive gift of 2,200 volumes from James T. Staskowski, Jr. Every volume in the collection will be labeled “From the collection of James T. Staskowski Jr. whose memory will live on in the literature he loved.”
- Thanks to a handful of Halloween loving Fire Ants, USC Sumter’s Fall Festival returned to campus this October. Over 100 students, faculty and staff volunteered to make this after-hours community event a possibility. Families enjoyed a trick or treat candy trail, vendors, food trucks, crafts, spooky story time, STEM activities, and two haunted houses.
- Student Life and the Bookstore organized a display in the Student Union to celebrate the Dia de los Muertos holiday.
- First Generation week on the USC Sumter campus was filled with several events and activities including a First Generation panel with members of faculty and staff sharing their first gen experience, motivational speakers, community block party, and an ice cream social.

- A High School Counselor Luncheon was held for counselors from Sumter area high schools. This luncheon is held annually to honor the hard work and dedication of counselors that help students prepare for college.
- The Millpond Review, USC Sumter's literary magazine, held student writing events this fall to encourage students to get creative and share their stories. Events included a walk and write afternoon at Sumter's Swan Lake and spooky story readings at the Fall Festival.
- This year we awarded over \$168,000 in scholarships and celebrated the student recipients and the donors that make the scholarships possible with a scholarship luncheon last week. We also honored 5 new endowments and all Philip L. Edwards Legacy Society members for their lifetime giving, including
- We were honored to participate in Sumter's Veterans Day parade this week. Blaze the Fire Ant was joined by students and staff as we paid respect to our military veterans and their service to our country

### Athletics

- Volleyball won the regular season and were Region 10 Tournament Champions. This earned the program its second bid to the NJCAA Atlantic District Championship in Fort Myers, FL where they faced three-time National Champions Florida SouthWestern State College. Julia Hurd is ranked 2<sup>nd</sup> and 3<sup>rd</sup> in the country for digs and digs per set, respectively. Isabella Cocke is ranked #13 in the country in kills with 412.
- Men's Soccer finished 2<sup>nd</sup> in the regular season.
- Women's soccer finished 2<sup>nd</sup> in the regular season.
- Women's cross country had their first competitor in the Region Meet, and she finished 3<sup>rd</sup>.
- Fundraising efforts have been successful thus far raising over \$30,000.
- Alumni Golf Tournament is November 17 raising money for Athletic scholarships.

### Fall Enrollment (Oct 17 Freeze):

Fall 2025 HDCT = 1912 in comparison to 1804 HDCT in Fall 2024.

Randy Lowell, USC Union  
Dean's Report  
November 14, 2025

- Enrollment for the Spring semester is trending ahead of last year at this time.
- Education Coordinator, Cari Conley, was funded for her STEM Bus proposal by the Appalachian Regional Commission. This \$250,000 grant will be used to upfit the school bus that the School Board for Union County Schools has officially voted to give to USC Union for this purpose. The school district will continue to partner with us on this project to ensure that this resource is maximized around the county once it is ready. Cari and I also had the opportunity to help give out books to students at the elementary schools as part of the annual Rotary-sponsored literacy initiative. This included presentations by co-authors and former Gamecock football players, Langston Moore and Preston Thorne, who did a great job with a variety of age groups at the different schools.
- The City of Union, in partnership with Catawba Council of Governments, is developing a Sidewalk Master Plan to assess existing sidewalks and intersections, evaluate their conditions, and create a strategic framework for future improvements. This plan will outline short-, mid-, and long-term projects aimed at enhancing pedestrian safety, connectivity, and economic vitality. They recently solicited feedback from the community and stakeholders, and will use that feedback to make recommendations on items that the city may want to try to identify additional funding to address. I mentioned some areas around campus to them that could be helpful to our students and employees for them to include in those plans.
- The Union Uplifted initiative completed their community listening sessions and has created a Union Uplifted Leadership Council, which I am currently serving on. The purpose of this Council is a cross-sector advisory body guiding Union Uplifted's cradle-to-career work, providing strategic guidance, operational insight, and advisory support to the Union Uplifted team. We have had two meetings so far and will continue to meet regularly to help shape strategy, drive alignment, lift community voices, and foster collaboration to ensure every child in Union County thrives and succeeds.
- Special thanks to Bobby Holcombe, Christen Mayes, Abby Collins, and everyone else who helped to plan and execute the annual Scholar/Donor Luncheon. This event is always a great opportunity to have donors meet with students who their funds help to support, and to recognize the significant efforts of the scholarship committee in ensuring that donor's intentions are honored in how those funds are distributed. The luncheon also inspired multiple donors to add to their funds, with Bobby receiving checks totaling over \$11,000 from donors during the event.
- Special thanks to the Academic Affairs team for another great First-Generation-College-Student Celebration earlier this month. They had another great turnout of students for their First-Gen Expo and party later in the day. This event helps to ensure that all students, but especially first-generation students, know about all of the resources that are here to support them while they are with us.

- Taylor Cromer-Cox will join our staff next week as a new Strength and Conditioning Coordinator for our campus, and particularly for our student-athletes. She has a strong background and certifications in this area and will also be able to teach some courses for us. Also, Karen Erskine, who was brought on part-time to provide some ESOL support to our international students who need extra help with their English proficiency, has begun to connect with some of those students. We are also currently searching for full-time Instructors of Computer Science and of Biology, along with some temporary maintenance positions.
- In athletics, we have had a number of accomplishments, including:
  - Bantams men's soccer with their best season to date, finishing the regular season atop the Region 10 standings, and runner-up in the Region tournament, falling just short to USC Lancaster in their first appearance in that championship game. Additionally, for the fourth year in a row, featuring the Region 10 Player of the Year (Max Manzelmann), and for the second time, Coach Marc Curlee winning Coach of the Year honors for Region 10. They also finished the season with six players on first-team and one honorable mention. From the Region, four of the nominations for all-American honors come from the Bantams roster as well.
  - Bantams golf team has had multiple top-10 finishes this Fall, as well as Travis Gosnell finishing 3<sup>rd</sup> overall as an individual in the Walters State Fall Classic.
  - Bantams bass fishing continues to excel on the water, and Caleb Hudson made history over the weekend as the first Bantam Alum to make the Bassmaster Elite Series, the Bassmaster Classic, and win a major Bassmaster Event, the Nitro Boats Bassmaster Elite Qualifiers at Lake Okeechobee in Florida.
- Congratulations to our faculty on some of their recent accomplishments, including:
  - Ashley Rabanal, Instructor of Art, had a project grant funded by the SC Arts Commission which receives support from the National Endowment for the Arts. The grant will fund new work which will be exhibited in a solo exhibition in partnership with the Union County Arts Council in 2026. She also will have some of her art and writing included in a published collection, *All Roads Lead to Art and Vice Versa*, chronicling a segment of the arts development in Greenville, SC. Additionally, one of her paintings won first place at the Union County Arts Council's 2025 juried show. She also co-juried the 2026 Open Call *Boundaries*, with Tiger Strikes Asteroid in Greenville, SC in October; and she was interviewed by *TOWN Carolina* this month about "How Mentorship and Community Shape Emerging Artists' Careers."
  - Dr. Katie Klik, Associate Professor of Psychology, co-authored a publication that is in press for the 2025 Handbook of Social Identity Research, entitled *Social identity and behavior change: Longitudinal research in community and school settings*.
- In facilities, we have a number of projects ongoing, including the following:
  - The Main Building is on track to be completed by November 21.
  - The Laurens Location projects in Clinton are on track to be completed by November 21, including the kitchen, boat storage, and bathrooms.
  - The Jonesville gym interior work continues with sheetrock going up and painting to begin. The roof replacement on that building has gone out to bid.
  - The baseball bathroom project has begun in Jonesville.



M. Ron Cox, Jr., Ph.D.  
Associate Dean for Access, Opportunity, & Engagement

**Report to the Palmetto College Faculty Senate  
14 November 2025**

Since my last report to the PC Faculty Senate, the USC Council of Academic Inclusive Excellence Officers (CAIEO) has met twice.

- Meeting on October 10 (FALL BREAK)
  - CAIEO met via ZOOM and included a report from (and discussion with) Julian Williams, VP for System Affairs and Community Engagement; Julian's role has been broadened within the system from his initial hiring, and he specifically mentioned working with Palmetto College and its campuses across the State.
  - There was discussion of the Modern THINK survey – Employee Engagement Survey; issues of wellness, well-being, environment; town hall roll out occurred October 20 @ 10 am & 2 pm. Now the goal is to decide how to move forward.
  - Megan Colascione, Assistant Director of Education & Strategic Initiatives for the Office of Access & Opportunity, reported about the process USC Columbia follows when outside speakers are brought to campus (e.g., how is USC notified and how does the word get spread around?).
  - USC has established a group of campus volunteers (SEED) that works with student organizations or whoever is hosting the event to ensure issues related to security, audience, etc. Team members also act as a “buffer” to handle things like heckling, while working to balance the need for safety, security, and order, with concerns related to free speech. The group is led by Dr. Marc Shook, USC Associate Vice President, Dean of Students, and Deputy Title IX Coordinator.
  - If anyone is interested in becoming a part of the SEED volunteer team (which includes training), they can contact the group directly at [SEED@mailbox.sc.edu](mailto:SEED@mailbox.sc.edu). There is also a “Free Speech on Campus” website landing page with SEED team information/email at the bottom of the webpage:  
[https://www.sc.edu/about/offices\\_and\\_divisions/student\\_affairs/student-services/involvement\\_and\\_leadership/free\\_speech/index.php](https://www.sc.edu/about/offices_and_divisions/student_affairs/student-services/involvement_and_leadership/free_speech/index.php)
  - Further discussion addressed questions about free speech in the classroom. Julian says they often get the question from faculty, “Will the University protect me?” Unfortunately, his only answer is “I don't know.” Each situation and circumstance is different, but President & Provost are committed to free speech in the classroom. At the same time, we must all remain thoughtful within the current political climate about what gets put out there on social media.

- Re-Accreditation concerns were also discussed, although the upper administration continues to insist that no final decisions have been made yet, and we keep being told this is not being driven by political motivation. CAIEO co-chair Toni McGehee recently attended a conference in DC where an undersecretary specifically mentioned South Carolina as one of the states that had joined the CPHE application, along with FL, NC, GA, etc. Faculty are STRONGLY encouraged to remain involved and to speak up, providing feedback as this new accrediting body establishes its standards.
- Political climate in SC remains a hot topic. The anti-DEI bill from last year is still sitting in state Senate, and we can anticipate additional action on that in the upcoming legislative session. CAIEO plans to invite Derrick Meggie, USC Director of State Government & Community Relations, to an upcoming meeting.
- Deborah Hazzard, Associate Dean Access, Opportunity, & Community Engagement for the Moore School, reported on their Business School Community Engagement Program. Components include a Business Success Academy (BSA) and their Power Forward program, which focus on developing pipelines between K-12 and DMSB. BSA is an immersive five-day residential program each summer at DMSB which immerses rising juniors and seniors in business concepts while providing a firsthand look at life as a Moore School student. Participants receive instruction from faculty and industry professionals in areas such as Accounting, Economics, Data Analytics, and Business Communications. They also engage in interactive workshops, networking opportunities, and hands-on activities designed to strengthen their critical thinking and leadership skills. Those who successfully complete BSA may also become eligible for an exclusive scholarship opportunity upon admission to the University of South Carolina with a declared major in DMSB. Admission to the program is extremely competitive, but participation for those selected is FREE.
- They are currently working with Florence School District 3 (Lake City), as well as Richland 1 & 2, and would like to expand it to others. She specifically mentioned that they are very interested in working with the Palmetto College campuses to extend outreach across the communities of the state.
- Meeting on November 07
  - This meeting also occurred via ZOOM (9:30 am – 11:00 am)
  - The group viewed a presentation about the Student Experience Project (SEP) given by USC Associate Provost for Graduation & Retention Shelly Dempsey and Dr. Sarah Carroll, Clinical Associate Professor in DMSB and a faculty co-lead of the program. SEP is “a national project designed to encourage an institutional growth mindset—and the belief that all students can succeed when given instructional support and clear communication of course expectations” and includes faculty from across the USC system (including Palmetto College).
  - Anyone interested in participating in SEP for SPRING 2026 should contact Shelly by January 09.  
[https://sc.edu/about/offices\\_and\\_divisions/graduation\\_retention\\_network/classroom\\_support/student\\_experience\\_project/](https://sc.edu/about/offices_and_divisions/graduation_retention_network/classroom_support/student_experience_project/).
  - Michelle Bryan (Associate VP for Access & Opportunity) reported on the recent release of data from the USC Insight Survey and the online Town Hall that occurred in October.

- Items identified as challenges for USC included resources, compensation, collaboration, performance management & accountability, confidence in leadership, and shared governance. The recording of the town hall may be found online at [https://sc.edu/about/offices\\_and\\_divisions/human\\_resources/toolbox/projects-initiatives/engagement\\_insights\\_survey/](https://sc.edu/about/offices_and_divisions/human_resources/toolbox/projects-initiatives/engagement_insights_survey/). Additional information and resources are located at [https://sc.edu/about/offices\\_and\\_divisions/human\\_resources/toolbox/projects-initiatives/engagement\\_insights\\_survey/index.php](https://sc.edu/about/offices_and_divisions/human_resources/toolbox/projects-initiatives/engagement_insights_survey/index.php).
- USC Admissions and several colleges/programs recently received an e-mail asking if the University is collecting information about gender identity/pronouns from applicants. The origin and purpose of the inquiry is uncertain.
- CAIEO will hold its next meeting on December 05

The Palmetto College Access, Opportunity, and Engagement (AOE) Council has likewise met twice since the PC Senate last assembled – September 26 and October 23.

- I provided a report at each meeting of developments at USC Columbia as reported in the CAIEO gatherings.
- There was much discussion about issues related to free speech, both in and out of the classroom, particularly in regard to postings on social media and the public perception (and misperceptions) that this can create.
- Each campus provided updates on events related to AOE efforts and initiatives, and agreed to continue to share information (and, where possible, to pool resources). These are reported to CAIEO at its meetings, and the members of that body continue to be amazed at the many contributions made by Palmetto College to the University's outreach and engagement efforts.
- PC Campus AOE representatives are:
  - PC Columbia – Patrick Saucier
  - USC Lancaster – Dana Lawrence & Tyrie Rowell
  - USC Salkehatchie – Shelby Broomfield
  - USC Sumter – Sami Varjosaari & Marchetta Williams
  - USC Union – Tekla Johnson & Emily Schafer

Respectfully submitted,



M. Ron Cox, Jr., Ph.D.  
Associate Dean for AOE, Palmetto College

To the Palmetto College Campuses Senate:

On behalf of the Salkehatchie Faculty Organization, I am reporting on Salkehatchie's faculty consensus regarding draft PCACAF 1.80 and 1.82 policies. The following motion was approved by the Salkehatchie FO on November 7, 2025 (18 yes, 0 no, and 0 abstention):

*The Salkehatchie FO disapproves of the incivility policy as it stands and insists the process be slowed and the documents returned to the PCC Committee on Policies.*

I call upon my PC colleagues to review the objections voiced by my colleagues, re-read the draft policies, and support my campus' resolution to table the two proposals and return them to the PCC Committee on Policies.

The draft policy for Faculty Workplace Incivility (PCACAF 1.80) defines Workplace incivility as *behavior or a pattern of behaviors that would cause a reasonable person to experience substantial emotional distress and/or interferes with their ability to work*. This definition is open for subjective interpretation. A "reasonable person" could be interpreted in many ways. There are countless behaviors that might interfere with an employee's ability to work. The current definition provides too many opportunities for mischief and inappropriate penalties. There *must* be better definitions of incivility used in higher education. Maybe the policy needs to focus on "civility?"

PCACAF 1.80 describes in broad terms the rationale for the policy, behaviors associated with incivility, and additional considerations, such as the rationale for confidentiality. This fails to adequately address at least two important issues. First, there is no provision for an accused colleague to have right to an attorney even though a respondent faces disciplinary outcomes up to demotion, salary reduction, or termination without consideration of tenure. Should not an accused colleague receive legal support? Second, there is no clause stating that confidentiality must be maintained by all parties. What happens if a complainant or an individual charged with investigating a complaint divulges confidential information?

The draft policy for Faculty Progressive Discipline (PCACAF 1.82) describes a partial list of behaviors subject to disciplinary action, including workplace incivility but also nepotism and misconduct in research and scholarship, and then assigns a comprehensive list of disciplinary outcomes. This leaves which behaviors are subject to disciplinary action vague, and this may be abused. Furthermore, it conflates morally distinct offenses. For example, research misconduct is a much larger issue and has a distinct disciplinary process. How will these policies interact? PCACAF 1.82 should be combined with PCACAF

1.80. This would clearly link the policy, procedures, and disciplinary outcomes. As currently stated in PCACAF 1.82, the maximum penalties are too harsh and could be weaponized in the future to silence faculty.

We also want to note that the PC campus Academic Deans sent a list of questions about this policy to the PC Senate Executive Committee through Dr. Collins more than a month ago, and these questions have yet to be answered. Furthermore, the policy was drafted over the summer without contributions from most of the PC Policy committee. The committee did not meet as a whole to discuss these policies this Fall but met in separate caucuses. This is not in keeping with the spirit of shared governance. The policy is being rushed through the Senate.

History provides examples of well-intentioned laws misused to further the ambitions of unscrupulous individuals. It is incumbent that the Palmetto College Senate and senators provide safeguards to ensure that individuals cannot easily misuse power provided through organizational policies.

These policies need to be sent back to the policy committee, and the chair should appoint an ad hoc committee to carefully revise the policy proposal with clearer examples of incivility, a concrete plan for creating a grievance committee to adjudicate complaints, and a purposeful, methodical plan for implementing each moving-part of these civility & discipline policies -- including a plan that will keep the policies in-step with the Faculty Manual.

As the chair of the FO organization, I call upon the senators from each campus to support the resolution to return this proposal for revision and proper adherence to USC's existing process for policymaking.

Respectfully,

A handwritten signature in blue ink that reads "Francis Burns". The signature is written in a cursive style with a large, sweeping initial "F".

Francis Marion Burns  
Faculty Chair and Associate Professor of Chemistry  
University of South Carolina Salkehatchie