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UNIVERSITY CAMPUSES FACULTY SENATE MINUTES

SEPTEMBER 19, 1986

USC-COLUMBIA

INFORMAL SESSION

Chairman Powers called the meeting to order. He noted that Professor Gardner had submitted a written report which would be dealt with during the afternoon session. The Chair then asked the Campus Deans for their remarks.

Dean May (Lifelong Learning) announced the acquisition of a new faculty member, Nancy Washington, in the Library Processing Center. He thought Doris Goeheghan had also been hired, and that she would be joining the faculty. While noting that enrollments "apparently went down somewhat here in Columbia", Dean May said enrollments in evening courses and at Fort Jackson had increased.

Dean Tuttle (Beaufort) reported that USC-Beaufort expects to buy a local elementary school located adjacent to the Campus. Last summer \$2,000,000 was appropriated for the purchase and renovation of the building, which will likely be sold to USC-Beaufort next month, with renovative work beginning "hopefully this summer". The building has an auditorium, and the Campus plans to conduct a local fund-raising drive to collect money for its renovation. Dean Tuttle said the community is very enthusiastic about the acquisition of and improvements to the school. He stated that his Campus had experienced an enrollment increase this fall, and he specifically mentioned graduate enrollment increases, saying "we are really happy with what's happening in our graduate program". The Dean commented on the prosperity of the Hilton Head program and the good work done by the Director, Billy Cordray. The Beaufort County Commission on Higher Education has leased an office condominium on Hilton Head for use by USC-Beaufort. He invited Senate members to look at the facility and say hello when visiting Hilton Head. He said that day classes are now offered there and that they are full, indicating a need for additional space. He remarked that although Pritchard's Island "continues to wash away", the house has been rebuilt, and he invited faculty to visit the Island. Finally, Dean Tuttle mentioned that the University has established a sister-city relationship between Beaufort and a city in the Dominican Republic, and two USC-Beaufort students spent three weeks in the Caribbean Country last summer on an internship.

Dean Arnold (Lancaster) stated that he had good news and bad news to report. He characterized last year as "unusually good" in a number of respects, and said that this year had begun "fairly successfully" in some ways. The faculty retreat was reportedly good, and USC-Lancaster is undertaking projects aimed at talented and gifted students in the local public schools and senior citizens. He commented that there was a heavy local emphasis on planning, evidenced by "several big-time grants" which are underway. Items of bad news

mentioned by the Dean were declining enrollments and problems involving a particular faculty member. Dean Arnold ended on a positive note by commenting on the Campus' involvement in the annual Art Are Poppin' Festival.

Dean Clayton (Salkehatchie) noted a significant enrollment drop in Allendale, and expressed great concern about the situation. On the other hand, he said the Campus witnessed an encouraging increase in the number of new full-time students this fall. Also heartening is the continued rise in Walterboro enrollments. He stated that, as a result of declining enrollments and other financial difficulties, USC-Salkehatchie could be facing a projected shortfall of over \$200,000 for the next fiscal year. On the positive side, Dean Clayton said he had received notification from the Commission on Higher Education of the approval of a \$27,000 desegregation grant. A Title III grant providing funds for developmental studies and counseling has also been approved. The initial request was for \$143,000, but the grant could span a three year period and total nearly half a million dollars. He reported that the C.H.E. also voted (unanimously) to approve funding for the Walterboro facility, saying that "we're absolutely delighted" with that development. In addition, a request for renovating the Library Building at Salkehatchie has been tentatively approved for the upcoming fiscal year. Recent renovative work has been undertaken in that Building, the Science/Administration Building, and in Walterboro. Dean Clayton mentioned that an activity period has been scheduled every Tuesday and Thursday and student organizations are sponsoring campuswide events during that time. He noted the success of these activities, and suggested that other campuses might wish to consider the idea. A fall convocation - the first ever at Salkehatchie - also proved very successful. An August meeting of the area consortium on resources for public school staff drew representatives from thirteen school districts. The total attendance was over 1,800 and the program included 47 speakers. Numerous events are scheduled for the Civic Arts Center this fall, including "To Kill A Mockingbird", which will be presented the night before the November meeting of the Senate in Allendale. Dean Clayton concluded his remarks by again stating concern regarding the enrollment situation, but expressing his feeling that the faculty "are genuinely optimistic and ready to go after the situation". He said that the folks at Salkehatchie look forward to having members of the Senate visit in November, and he invited everyone in need of assistance to contact the Campus.

Dean Anderson (Sumter) began by saying he would attempt to be "as brief as Dean Clayton". He commented on a number of positive developments at the Sumter Campus. The \$4,000,000 Nettles-Schwartz Center was completed during the spring of 1986. A two million dollar request for the addition of a second floor to the Administration Building has been approved, and the Campus has received a desegregation grant for \$27,000 to be used for a summer enrichment program that will provide courses for entering students. The South Carolina Committee for Humanities has granted \$10,000 for continuing education work at the Wateree Corrections Institute, a program "we're delighted to be able to continue". A management information system on the Campus, funded by Title III monies, is nearing completion. Dean Anderson

also mentioned the newly established advisement counseling center. Renovative work is being undertaken to accommodate the center, and the Dean said the hiring of new staff would "give some meaningful relief" to the faculty in terms of advisement, allowing more time for professional development and enrichment activities. He noted that USC-Sumter is having a good year, and he looks forward to the year ahead.

Dean Davis (Union) stated that the enrollment issue is "of critical importance" to people at Union. The Campus registered an 80% increase last summer, but enrollments are down slightly for the current semester. The new freshman class is the largest ever, and the Laurens operation experienced an increase of 66%. Dean Davis expressed optimism regarding continued enrollment growth in Laurens. Another development that could have a positive impact on the enrollment picture is the hiring of an individual for admissions and retention. Funding has been received for the position and the search process is beginning. The Dean mentioned that the renovation of the gymnasium is nearly finished, and the building is to be rededicated in October. Money has been obtained for the completion of renovative work on the Simpsonville project, and local business people have pledged to donate money to renovate the Campus' building in Laurens. The latter effort should insure "a physical presence with a little more permanency to it" in Laurens. Dean Davis reported that the relationship between his Campus and USC-Spartanburg continues to improve, and he is hopeful of further improvement. He stated that the SAT scores of USC-Union students have risen significantly. He wondered whether this increase could encourage students to take fewer courses at Union before going to another campus or institution, thereby contributing to this semester's attrition rate. During the last four months, the Campus has received approval for over \$200,000 in grants, and other funding applications are pending. There is optimism regarding the financial help that such grants will provide.

The Deans having concluded their remarks, the Chair asked if there were other matters needing attention. Jerry Dockery (Lifelong Learning) announced that USC employees throughout the System are eligible to join the Administrative Employees Club. The next event is a golf tournament, scheduled for October 21 at Wildewood Country Club in Columbia. The organization also maintains a lounge at all home football games where membership dues may be paid. Wade Chittam (Lancaster) inquired about dues, and Professor Dockery replied that the yearly fee is \$25.

Chairman Powers asked if there were other items requiring immediate attention, and Vice Chairman Willis pointed out that the location of the Intra-University Services and Communications Committee meeting had been changed to Room 853. The Chair affirmed the change and noted that the Executive Committee would remain in Room 855. He reminded Senators to identify themselves and speak up when addressing the group. He also urged everyone to try and minimize background noise, and he issued a reminder that all motions and committee reports must be submitted to the Secretary in writing.

As there was no additional business, the Chairman adjourned the session and

members proceeded to committee meetings.

GENERAL SESSION

I. Call to Order

Chairman Powers called the General Session of the Senate to order. He announced a departure from the agenda to allow President Holderman to address the group, and he relinquished the floor to Dr. Holderman.

The President expressed a desire to keep the discussion informal, and said he wished to make some comments before opening up the floor for questions. He complimented Rod Sproatt (Beaufort), Immediate Past Chair of the Senate, on "his extraordinarily good column" appearing in the Beaufort Gazette. He stated his feeling that everyone in the Carolina System needs to be "strictly attentive to" the "expanded, announced effort of the Tec System to invade the mission of the University Campuses". Dr. Holderman recalled being questioned on television about the offering of college parallel programs by Tec Schools. His response was that he felt they were "out of their element" and he viewed such a step as "a tremendous digression from the original mission of the Tec Schools" which would be very costly to the State. The President indicated that recent changes in the membership of the Higher Education Commission could bring about a change in the attitude of that body regarding this issue, and he voiced his personal concern about the matter, saying "we will fight it... as hard as we can".

Dr. Holderman next addressed projected deficits, which the Comptroller General informed him would total between \$50,000,000 and \$100,000,000. If it is the lower figure, \$32,000,000 would be taken care of by the Rolling Reserve fund, the remaining amount to be absorbed by the agencies. He commented that the University System would have difficulty absorbing a further reduction. But he added that USC has received "tremendous encouragement" on the Research Investment Initiative Act. The idea of removing one percent of South Carolina's total budget for the State's three major Universities has been discussed. That would help encourage research activities on University Campuses as well as other units in the USC System.

Bob Group (Salkehatchie) passed along a question asked by a member of the Allendale community: "Is not the Legislature required to fund us according to that formula by law and, if so, how can they cut the funding formula and then cut the budget in mid-year at the same time?" The President responded that the law does not require the Legislature to fully fund the formula, and that mid-year cuts are made by the Budget and Control Board. He added "we are going to do everything we can" to obtain full formula funding.

In reply to a question from the Chair, Dr. Holderman said that the Provost is to know which Campuses wish to develop which academic programs, and he is to lend the whole support of the University to the development of such

programs. A systemwide committee is being organized for the purpose of coordinating the submission of academic programs for "internal and external University clearance". The President feels such coordination is important, especially as it relates to the approval of new programs designed by Campuses other than Columbia to meet new constituencies. As an example, he said the Hotel, Restaurant, and Tourism program that Coastal Carolina wants to develop will be considered by the committee, which will include representatives from throughout the USC System. He pointed out that the committee is not intended to serve as an impediment, but rather as a means of promoting systemwide support of USC programs with prior knowledge.

Professor Gardner conveyed to the President the collective praise and thanks of the Deans for three things: 1) his stand on the issue of developmental education and the missions of the University Campuses vs. Tec Schools; 2) his public position on Recommendation Six of the Lightsey Commission report and the offering of baccalaureate degree programs in concert with other USC Campuses; and 3) his vision of Learning Centers. Dr. Holderman was unsure whether the Columbia Campus has fully understood the implications of the administration's response to Recommendation Six. Those implications are that Learning Centers (University Campuses) do not have to rely solely on the B.A.I.S. to offer degrees utilizing resources of the Columbia Campus and Four-Year Campuses. In December, the administration will ask the USC Board of Trustees to adopt their final recommendations on the Lightsey Commission report. The President said there is no intent to alter the mission of any other Campus.

Chairman Powers inquired about the status of the 2001 plan. Dr. Holderman answered that Ken Schwab would be communicating with us shortly through Dr. Duffy's Office on the status of the report, which is also expected to go to the Board of Trustees in December. Expressing the pleasure of the administration regarding the plan, he characterized it as "very progressive", saying it indicates that University Campuses are expected to be Learning Centers "in the broadest sense of the word", drawing upon resources of the entire USC System to offer degree programs without conferring degrees. He feels this change will add prestige to the mission of each University Campus, and he observed that it distinguishes us from Technical Institutions. The President said there would be a more concerted effort to obtain graduate status for more University Campus faculty, to enable us to teach more graduate courses. He is optimistic about the 2001 plan, which the Board of Trustees will probably be asked to adopt as a planning trust.

The Chair asked President Holderman about the present state of thinking on a recommendation to establish a System curriculum committee, which would clear course offerings on various Campuses and thereby avoid intrasystem problems of transferring and accepting courses. He recalled that a reason for establishing such a committee was "to make the System a system". Dr. Holderman replied that he thinks there are many things which make the System a system, and he does not feel we are dependent on a curriculum committee to serve that purpose. He fears such a body would be dominated by Columbia. Furthermore, the President noted a sense that the System is strengthened by allowing some

differences, adding that he has not heard of insoluble problems regarding the transfer of courses within the System except between Union and Spartanburg. The transfer problems between those Campuses, he said, are not the fault of Dean Davis.

Carolyn West (Sumter) reacted to the President's comment concerning Columbia not wishing to dictate course offerings on the University Campuses, citing the requirement that all our 300 and 400 level courses be approved by the Columbia Campus. President Holderman reiterated that the Learning Center concept would enable students to receive a degree on a University Campus by taking courses offered by other units of the USC System. The formalization of this arrangement will be a step toward becoming a Four-Year Campus, a change which Dr. Holderman feels is "a long way off". He mentioned that in order for University Campuses to offer upper-level courses without intervention from another Campus, the approval of the C.H.E. would be needed. Dr. Duffy added that the Southern Association of Colleges and Schools would also have to approve such a change, and Dr. Holderman said that approval would not be obtained.

Representative West stated that she could see a mechanism for such a cooperative effort in Business, but in Biology there is no problem teaching 300 level courses. The President expressed the feeling that there would be problems with the Commission if University Campuses attempted to offer 300 and 400 level courses on their own. He thinks it is much better to work with Four-Year Campuses and Columbia.

Professor West said she wanted the President to be aware that another reason for asking questions about upper division offerings is that they promise welcomed stimulation for faculty members who have been limited to teaching 100 and 200 level courses for a number of years. Dr. Holderman asked Dr. Duffy to inform him of instances where there is a problem with the Columbia Campus allowing qualified faculty on University Campuses to offer upper-level courses. Vice President Duffy responded that his Office approves faculty for 100 and 200 level offerings without the approval of Columbia. However, departments in Columbia are consulted when upper division courses are requested, and he thinks such controls are necessary.

The President feels the problem will have to be worked on and he is hopeful that the 2001 plan will provide parameters. According to that document, University Campuses are expected to broaden their offerings greatly. Faculty on those Campuses will be relied on to teach the new courses because of the difficulty in obtaining personnel from Four-Year Campuses and Columbia. However, Dr. Holderman voiced opposition to the creation of additional Four-Year Campuses in the USC System, "at least unless things change dramatically". He thinks the State has too many campuses already, but he does not feel that any of the USC Campuses is unneeded.

Robert Castleberry (Sumter), while indicating support for the Learning Center idea, expressed concern that University Campuses remain tied "very intimately" to the Columbia catalogue; i.e., that we are "offering the courses primarily

from Columbia as dictated by Columbia". There are resulting problems of transferability because of differences between the Columbia catalogue and those of the Four-Year Campuses. President Holderman looked at "the other side of that coin", saying that worse problems would develop if a systemwide committee were set up to prescribe and proscribe course offerings. The option being pursued promotes economy and freedom for Four-Year Campuses to pursue relationships with individual University Campuses. The systemwide committee being suggested would be dominated by Columbia. The President thinks University Campuses should become less dependent on the Columbia catalogue and offer tracks relating to catalogues of the Four-Year Campuses. Columbia is placing greater emphasis on graduate education and research and becoming more selective in the undergraduate area, and none of the USC Campuses can be "all things to all people".

Professor Castleberry observed that the University Campuses are tied by computer to the Columbia course schedule, which presents problems when we want to offer other courses taught on Four-Year Campuses. The President replied that Dr. Duffy would draft a letter to Rob Roberson and Luke Gunter to accommodate this. He stressed that students at University Campuses will have to choose from among other units of the USC System at an earlier date than they wish. Further, he pointed out that this will put a great deal of responsibility in the hands of advisors.

Carolyn West said she envisioned a scenario where University Campuses could offer a 300 level course not found in the Columbia catalogue but offered by another Campus in the System, as long as the student understands that Columbia might not accept it. Dr. Holderman responded that one ought to ask Columbia whether they would accept the course. He thinks we will find "a general air of 'let's try and work it out'". He mentioned that Columbia has not been threatened by the Four-Year Campuses nor do they want to be threatened, and this explains their strong stand on Recommendation Six of the Lightsey Commission report. The President went on to say that there is not a prevailing view that University Campus students transferring to Columbia are weak. On the contrary, the record shows that such students do better during their junior and senior years than those who begin in Columbia. Reasons for greater success among transfer students include "a selectivity notion", individual attention during the first two years of college, and better study habits. President Holderman wanted the group to appreciate the position of departments in Columbia which are faced with a new type of System and a change in their missions. He thinks the USC administration is "pretty pro-System".

Professor West stated that her experience has been that Columbia faculty are not always pro-System. She feels there is a lack of understanding regarding the role of University Campuses, which may be due to our failure to publicize it. Dr. Holderman replied that "the faculty at any campus is not always anything". He feels total agreement among the faculty is too much to expect on any issue except salary increases.

Jimmie Nunnery (Lancaster) inquired whether the C.H.E. had approved Clemson's

program in hotel, motel management between Clemson and Beaufort Tec. Dr. Duffy responded that he did not think it was an issue for the Commission because he believes it is an articulation agreement rather than a program. He said Clemson is merely agreeing to accept credits earned in an approved associate degree program at Beaufort Tec.

Don Curlovic (Sumter) asked if the establishment of Learning Centers would create accreditation problems for either University Campuses or Four-Year Campuses. The President answered that he does not see such problems developing. The Learning Center concept makes accredited programs available in a new environment - extending an existing program rather than offering a new one. He distinguished this situation from the Clemson-Beaufort Tec arrangement, under which Clemson is not planning to offer courses at the Technical School.

Steve Dalton (Lifelong Learning) wondered about the status of the Core Curriculum proposal on the Columbia Campus. The President deferred to David Rembert, Chairman of the Columbia Faculty Senate. Dr. Rembert began by saying that it is not a core curriculum that has been proposed, but rather "a minimum selection of courses" from various academic areas. It has received approval, and is currently being studied by undergraduate colleges in Columbia. At this time, he is unaware of implementation problems serious enough to warrant action by the Columbia Senate, although some faculty members are upset because there is no specified math requirement for baccalaureate students. All colleges are in line with the requirements in the proposal, and the two academic colleges exceed them in nearly all categories. Representative Dalton inquired when the requirements would go into effect and whether administrative approval is necessary to put them into effect. Chairman Rembert responded that since the faculty has the prerogative in curriculum matters, it takes effect when the Columbia Faculty Senate says it does, assuming there is no great financial or administrative problem. The plan is scheduled to take effect in September 1987. He further stated that the University administration is responsible for enforcing the standards, and departments must deal with the problem of defining academic subject areas.

David McCollum informed the group that "in the spirit of the System approach and the sharing of responsibilities", the building on Pritchard's Island is available to all USC Campuses for field trips and studies. He also stated that the Beaufort Campus has the logistics to transport visitors to and from the Island. President Holderman commented on the beauty of the Island and recommended everyone spend a couple of weeks there. He thanked the Senate for allowing him to speak, and wished the group good luck.

The Chair told the President that the Beaufort Faculty Organization wished to say something to him in public, and he introduced Rod Sproatt, Chairman of that group. Professor Sproatt read the following resolution, which had been passed unanimously by the Beaufort faculty:

WHEREAS Dr. James B. Holderman as President of the University of South Carolina System has, from the beginning of his tenure, advocated and encouraged the development of a true system approach to the higher education needs of the citizens of South Carolina, and

WHEREAS Dr. James B. Holderman has exhibited strong leadership in implementing this concept in the University System, and

WHEREAS Dr. James B. Holderman rejected the narrow view inherent in recommendation six of the Lightsey Commission report and endorsed the "Learning Centers" concept for University Campuses, and

WHEREAS Dr. James B. Holderman has, through the Learning Centers system, recognized the academic and scholarly status of University Campuses faculty, and

WHEREAS Dr. James B. Holderman has increased the educational opportunities in every region of the State for a significant number of South Carolina citizens through the establishment of the Learning Centers concept;

THEREFORE BE IT RESOLVED THAT the University of South Carolina Beaufort Campus Faculty Organization recognizes and applauds the work of Dr. James B. Holderman as President of the University of South Carolina System to provide higher education opportunities through the University of South Carolina System to every South Carolinian so that each citizen may develop his or her academic and economic goals.

President Holderman expressed his thanks for the resolution.

III. Reports from University Officers

A. Dr. John J. Duffy, System Vice President for University Campuses and Continuing Education

Dr. Duffy was asked by Chairman Powers if he wished to make any comments. He declined, stating that he had requested that Professor Gardner make comments on his behalf.

B. Professor John N. Gardner, Associate Vice President for University Campuses and Continuing Education

The Chair again made reference to the written report submitted by Professor Gardner (Attachment). He inquired whether the Associate Vice President had comments on the report or wished to add anything. Professor Gardner replied that he would be happy to entertain questions.

Robert Castleberry wondered if there was a specific response from the administration regarding salary recommendations made at the April 1986 meeting of the University Campuses Faculty Senate. Professor Gardner said that he had received a letter from Don Curlovic, Chairman of the Welfare Committee, requesting responses to questions raised at the April meeting. The letter has been forwarded to the Deans, and information has been promised to the Welfare Committee prior to the November Senate meeting. The availability of medians, means, and frequency distributions of the salary increases is anticipated in December. Professor Castleberry referred to specific recommendations made by the Welfare Committee and approved by the Senate in April (see Attachment Five, University Campuses Faculty Senate Minutes, April 11, 1986). He said he understood that the recommendations would be responded to by the September 1986 meeting, citing a previous statement by Dr. Duffy.

Dr. Duffy replied that those recommendations would prescribe activities on the administration that are unrelated to the manner in which salary packages work. He said "you can't prescribe for us what we can't do", referring specifically to the inability of the administration to implement a program which mandates that the salary increase given to classified State employees be viewed as a minimum increase for unclassified personnel. He added that he did not feel the need to respond to a recommendation which he does not have the power to put into effect and therefore has viewed as merely advisory. He then reiterated that the President has said all raises (for unclassified employees) are to be considered merit, but he mentioned that promotional awards were kept separate from merit increases. Professor Castleberry said that he was looking for a response en masse to recommendations made by the Faculty Senate. Dr. Duffy distinguished between areas such as curriculum issues, where faculty have "clearly defined authority" which demands a response from the administration, and matters beyond his power and that of the faculty which he feels do not require the same response. He mentioned that his Office does take very seriously things "within our baliwick". The President has explicitly indicated that salary increases are an administrative decision, and it was strongly implied that administrators could not plead actions taken by faculty committees.

Professor Gardner stated that there could be a misinterpretation regarding what constitutes a response. He and Dr. Duffy have assumed that in collecting data and answering previous questions for the Welfare Committee, they have provided a "voluminous" response to salary recommendations. He then responded verbally to specific recommendations. Professor Gardner echoed Vice President Duffy's statement regarding the separation between promotional awards and merit increases, adding that promotional enhancements were higher this year. A supplement package based on merit was provided over and above the State package, which totaled 3½% plus an extra half percent used for promotions (only about 70% of that money came from the University). Professor Gardner could

not say whether the raises put the University Campuses on a par with other institutions in A.A.U.P. Category Three. He mentioned that the Deans are "well aware" of criteria the Senate has asked them to be mindful of in deciding on salary increases, and in Dr. Duffy's Office there is sensitivity toward matters such as low-end adjustments, gender, discipline, degree, length of service, and similar criteria. The Deans were instructed to provide written notification to faculty members concerning salary actions. The Associate Vice President saw a salary letter from one Campus which specified criteria for increases. He thinks that letter was typical of salary letters in general.

Professor Castleberry said he had a sense, while working on the Welfare Committee, that there was a difference between what he was seeking in the way of a response and what was received. He expressed his appreciation for the information. Professor Gardner replied that the administration would do its best to answer the Welfare Committee's questions as long as individual salaries are not revealed and other state policies are not violated.

Dean Arnold asked Professor Gardner which C.H.E. staff members would be present at the afternoon reception. The Associate Vice President responded that the following individuals had been invited: Charlie Brooks (Acting Director), Dr. Frank Kinard, Allan Krech, Dr. Jeff Bartkovich, Dr. Jeannette Deas, Dr. John Sutusky, Gail Morrison, and Leonard Sternbach. This list includes most members of the professional staff who deal with academic or financial matters.

Professor Gardner claimed responsibility for the incorrect date on his written report, and then proceeded to discuss the financial situation. He reported that during the past year, the budget was reduced and we suffered a \$45,000,000 shortfall. Expenditures for personnel, for which there is "virtually no flexibility", account for 65% to 85% of the total budgets of University Campuses. Other areas in which there is some flexibility include operations, travel, supplies, and equipment. Dr. Duffy and Professor Gardner spoke with the Deans about a strategy for dealing with "whatever may come". There is an almost excessive preoccupation with enrollments, because they are "the key to everything that we want to do and that you need in your aspirations". Declines have been experienced on four of the five University Campuses. The Deans have been brainstorming about causes for dropping enrollments, including the overall economic picture, financial aid reductions, our tuition increase, demographics, attrition, planning, and competition. On the financial aid front, some students no longer qualify to receive Pell Grants. The federal government is shifting more responsibility for financial aid to debt as opposed to outright grants. In addition, there is a false perception among the minority community that less money is available. Professor Gardner said much attrition can be prevented, and he mentioned the impact of the Columbia suspension system, efforts to raise standards on University Campuses, and the need for more offerings for adult learners. He characterized competition as "fierce", and he used technical schools, private institutions, and the Four-Year Campuses as examples.

In view of the enrollment situation, the Associate Vice President requested a continued blossoming of the partnership between faculty and administration in "enrollment maintenance and recruitment strategies". He mentioned that President Holderman and the Deans would be requesting \$300,000,000 over a period of five years to enhance research activities on all Campuses. He thanked the faculty for their partnership, and asked that they be patient - there is uncertainty about future salary enhancement. In recent years, money has been removed from operations for that purpose. If budget cuts are left in the salary base, there would be much less flexibility unless enrollments can be turned around. He feels that can be accomplished.

Bob Group inquired about the enrollment situation at the Four-Year Campuses. Professor Gardner replied that all three of them had registered increases this fall, the most significant of which was at Coastal (about 10%). He added that USC-Spartanburg and Coastal Carolina have a more favorable demographic situation, and that those Campuses are investing proportionately more money in recruiting than are the University Campuses. In addition, they offer more programs as well as housing. All of these things attract students.

Chairman Powers noted that Professor Gardner's report made mention of a promotion for Mary Derrick. He expressed his pleasure at the announcement, congratulating her on a promotion he felt was well earned. He also observed that Carol May had been appointed as a new research associate in the Office of the System Vice President for University Campuses and Continuing Education. Chairman Powers mentioned Professor Gardner's statement that Ms. May might be asking questions on a variety of topics, and he inquired about the kinds of topics she would be pursuing. Professor Gardner said that he and Dr. Duffy are interested in putting together a proposal designed to educate others on the idea of a degree for adult learners. He wanted us to know who Ms. May was, and that her call would be at the behest of persons in Dr. Duffy's Office.

Professor Powers formally introduced Dr. David Rembert, Chair of the Columbia Faculty Senate, and then proceeded to the reports of Standing Committees.

IV. Reports from Standing Committees

A. Rights and Responsibilities - John Logue (Sumter)

Professor Logue said that his Committee was charged by the Executive Committee with the following tasks: 1) examine ambiguities in the University Campuses Faculty Manual; 2) compile a supplement to the Manual based on changes by the University Campuses Faculty Senate from the fall of 1983 to the present; and 3) review tenure and promotion procedures and criteria, giving special attention to the extent to which

they reflect the mission of the University Campuses. In pursuance of the second task, the Committee has requested copies of Faculty Senate minutes from April 1983 to date, and they expect to receive them prior to the November 7 meeting at Salkehatchie. The tenure and promotion process was discussed, and further attention will be devoted to this topic at the next meeting. On the issue of ambiguities in the Manual, Representative Logue offered the following motion on behalf of the Committee:

That the fourth sentence of Article III, Section 2, Page 58 of The University Campuses Faculty Manual be changed to conform to the intent and practice of the Organization. It should read, "Only voting members of the Senate and members of the Executive Committee shall be eligible for these offices."

The idea is to legitimize the movement of Executive Committee members (who are not voting members of the Senate) into Senate offices, a practice which has been followed in the past. The motion, coming from a committee, required no second. There being no further discussion, and hearing no objection, Chairman Powers called the question and reread the motion. It carried by voice vote.

B. Welfare - Don Curlovic (Sumter)

Professor Curlovic reported for the Welfare Committee as follows:

The Welfare Committee expresses its deep appreciation to the administration for its help in obtaining this year's salary increases, especially when the raises for other college faculty at several state institutions averaged around 3%. However, while strides have been made to increase our salaries, these increases still are lagging behind the salary increases being given to teachers in the elementary and secondary schools in the state, and thus it is hoped the efforts will continue.

Much of the discussion of the Committee in their meeting centered on faculty salaries and the salary study. The following items were discussed with regard to them:

- 1) Concern was expressed on the accuracy of the report, since some faculty had reported that their salaries were not included.
- 2) The Committee wishes to meet with Dr. Milton Baker to find out whose salaries are being used as data for the study.
- 3) A course of action needs to be established so that an individual faculty member can seek help when her/his salary is too low in comparison to others when items like rank, length of service, and academic discipline are taken into consideration.

- 4) There was a feeling that there should be more openness on salaries on the individual Campuses so that more valid comparisons could be made by a faculty member. One suggestion would be to publish a list of salaries of those with faculty rank (without names attached to them).
- 5) A question arose as to which group we should be comparing our salaries with for the salary study. One suggestion was to compare them with those of faculty in the College of Applied and Professional Sciences.

There was also discussion of summer school policy with regard to faculty salaries for the summer. The members of the Committee were asked to bring their campus' policy to the next meeting of the Welfare Committee.

The following miscellaneous items were discussed:

- 1) To aid in faculty development, an effort should again be made to seek free or reduced tuition for faculty taking courses in the USC System.
- 2) To aid in retention of faculty and in attracting new faculty, an effort should be made to seek free or reduced tuition for faculty dependents.
- 3) If a faculty member is asked to assume administrative duties, then she/he should receive extra compensation and/or a reduced teaching load.
- 4) Concern was expressed over the lateness of the notification of faculty on their 1986-87 salaries.

The Committee discussed the fact that one of the difficulties the faculty has in considering matters such as salaries and summer school is that they have so little knowledge of the financial resources that are available at each of the University Campuses. It was felt that faculty input would be more viable and that they would have a better perspective on any financial problems that might arise if that administration would share with the faculty meaningful information concerning the budget and the budget process on each of the Campuses.

Dr. Duffy responded to concerns regarding the late date at which salary letters were sent this year. It was decided that faculty salaries would be awarded at a 4% level over nine months rather than 3% over a twelve-month period (as was the case with classified employees). This decision delayed the effective date of salary increases until October 1. Recommendations on salary raises were not requested until after the beginning of the fall semester, and they

were not approved by the President until mid-September.

Jimmie Nunnery suggested that if individual faculty salaries were disclosed and no names were given, an astute person could determine which individuals were making certain salaries. Professor Gardner conjectured that should a formal request for the disclosure of individual salaries be made, we would be told that it would violate confidentiality because things could be pieced together fairly easily on a small campus. But he added it can be done if there is no violation of the law.

C. Intra-University Services and Communications - Shari Lohela (Lancaster)

Professor Lohela said the Committee addressed the problems they would be dealing with this year and the procedures they will follow. Preliminary discussions were held concerning the following matters: 1) procedures for the approval of new courses among the University Campuses, and an investigation of possible cooperation with the other USC Campuses on course and curriculum matters; 2) reactions to the core curriculum idea; and 3) preparation for visits by representatives of the Southern Association of Colleges and Schools.

V. Executive Committee - Greg Labyak (Salkehatchie)

Professor Labyak reported that the Executive Committee held its annual planning retreat in Beaufort on August 24-26. Dr. Duffy, Professor Gardner, and the Chairs of Standing Committees met with the group. A variety of issues were raised and numerous tasks were assigned to Senate Committees. There was a thorough briefing on developments at the University, State, and National level. The Committee has met twice since the retreat, and the following matters have been discussed and will receive further attention at the next meeting: 1) maximum pay an individual faculty member may receive for teaching summer school; 2) the possibility of conducting "mini" faculty exchanges involving only members of the University Campuses faculties; 3) effects of the budget on faculty salaries; 4) possible changes in the structure of the agenda for Senate meetings; and 5) the possibility of electing both representatives to the System Tenure and Promotion Committee from each campus. Professor Labyak mentioned that questions regarding the budget issue are to be prepared for consideration by the Executive Committee. With respect to the election of representatives to the T&P Committee, he said it was understood that such a move would not be practical this year due to the late date, and he asked Dr. Duffy to confirm that. The Vice President replied that the election of representatives is not practical once the Tenure and Promotion Committee is organized. Several other tasks are being undertaken by members of the Executive Committee. The Secretary is to be involved in compiling a list of Senate accomplishments during the last three years. In addition, he has written to a member of the USC legal staff concerning the possible effect of the Tort Claims Act on the pursuance of faculty grievances. Vice Chairman Willis and the Chairs of Standing Committees will be working on a list of accomplishments for the current year, and the Vice Chair will prepare an

article on the University Campuses Faculty Senate to be submitted to Times 9.

Professor Nunnery asked a question pertaining to the sentence on page two, in paragraph three of the Executive Committee minutes of August 24-26, 1986, which reads: "Higher predicted grade point ratios have led to an increase in the number of freshmen." Observing that the context of the statement indicates it refers to the Columbia Campus, he questioned whether the increase in freshmen pertained to University Campuses rather than to Columbia. Professor Gardner agreed that the inference was that more potential students would be available for Campuses other than Columbia. He said the smaller number of spaces available on the Columbia Campus could be a reason for enrollment increases at Four-Year Campuses. He further stated that higher predicted grade point ratios have led not to increasing numbers of freshmen on University Campuses, but rather to a greater number of "potential freshmen applicants".

Chairman Powers moved to a point of order. According to our bylaws, those bylaws may be ammended at Senate meetings by a two-thirds vote provided a written copy of the ammendment has been submitted at the previous meeting. He therefore stated that the motion from the Rights and Responsibilities Committee, considered earlier in the day, was to be put on the agenda for the November meeting of the Senate for final approval.

II. Correction/Approval of Minutes: April 11, 1986

The Chair noted that the minutes of the last meeting had not been approved. There being no objection to considering the minutes, he asked for corrections or additions. None were mentioned, and therefore he approved the minutes as written.

VI. Reports from Special Committees

A. University Library Committee - Sherre Dryden (Salkehatchie)

No report.

B. University Committee on Curricula and Courses - Robert Castleberry (Sumter)

Professor Castleberry referred members of the Senate to the minutes of the Columbia Faculty Senate for notice of final approval on actions involving courses and curricula, and he mentioned several changes that seemed "most pertinent". There is a new course in History entitled "Scientific Revolution and Enlightenment" (HIST 388). In several Marine Science courses field trips are now required for labs. A number of courses in Physics have been changed to three credit hours, creating a separate one-hour laboratory course. In Journalism, more English is

required in several sub-disciplines, and the use of Law and Criminal Justice courses in that program has been approved. Economics 224 has been substituted for ECON 221 and 222 as a requirement for Engineering majors.

C. University Faculty Welfare Committee - Jerry Currence (Lancaster)

Professor Currence reported that the Faculty Welfare Committee met in Columbia on September 12. Dr. Trevor H. Howard-Hill, a member of the English Department, was elected chairperson. It was suggested that members decide on items for the Committee to consider during the year. There was discussion of a possible teleconference between USC and Clemson to consider fringe benefits for faculty.

Professor Dockery verbally offered a motion that the concerns of the University Campuses Faculty Senate Welfare Committee be forwarded to faculty on the Columbia Campus, especially with reference to the matter of lowering or eliminating tuition for faculty and their dependents. The Chair ruled the motion out of order and said a written motion would have to be submitted under new business.

D. Academic Planning Committee - Bob Group (Salkehatchie)

No report.

E. Faculty/Board of Trustees Liaison Committee - Billy Cordray (Beaufort)

Professor Cordray reported that the Committee had met twice - on July 9 and September 18. Actions taken at the first meeting are summarized by Professor Cordray as follows:

- 1) By a 16 to 2 vote, the Committee approved a \$130 per semester tuition increase for in-state students and a \$350 per semester tuition increase for out-of-state students at the Columbia Campus. Tuition at the other Four-Year Campuses was also increased to \$700 a semester for residents and \$1,470 for non-residents. The Board approved tuition increases at University Campuses as well, bringing fees to \$600 per semester for in-state students and \$1,285 for out-of-state students. President Holderman defended the increase as necessary due to the decline in the level of state funding for higher education in recent years. He said the tuition increases include a \$50 computer fee for all students that, in the past, was required only of Business, Science, Math, and Engineering students.

- 2) The Committee approved renovation of The Roost, the athletic dormitory in Columbia, at an estimated cost of \$4,200,000. The renovation includes construction of a

new wing that will increase occupancy from 172 to 200 beds, a 14% increase.

- 3) The Committee approved the acquisition of property by USC-Sumter from a neighboring church for construction of a sidewalk near the new Nettles-Schwartz Center.
- 4) The Committee approved the selection of architects for a new science building at USC-Aiken.
- 5) The Committee approved the ordering of architects for a housing facility at Coastal Carolina College in Conway.
- 6) The Committee approved the appointment of Dr. Jerome P. Bennett as Dean of the School of Business Administration and Economics at USC-Spartanburg. Bennett's appointment was approved at the rank of professor with tenure.
- 7) A grievance procedure at USC-Aiken was approved.

At the September 18 meeting, Professor Cordray reported that the Committee took the following actions:

- 1) A Bachelor of Science in Chemistry was approved for USC-Aiken.
- 2) A Bachelor of Science in Sociology was approved for USC-Aiken.
- 3) A proposal for the establishment of a consortium for Greenville was presented. The purpose of this consortium will be to coordinate and promote the junior, senior, and graduate level evening course offerings at participating institutions in the Greenville area. Participating institutions that will be offering upper-level courses are Clemson, USC-Columbia, USC-Spartanburg, and MUSC. Lower division courses will be offered by Greenville Tech. The proposal was endorsed unanimously.
- 4) A report submitted to a C.H.E. task force concerning greater cooperation between the libraries of Sumter Tech and USC-Sumter was reviewed. The report required no action.
- 5) Other confidential matters were discussed.

F. Research and Productive Scholarship Committee - B. H. Caraway (Lancaster)

No report.

G. System Committee - Tom Powers (Sumter)

Professor Powers reported that the Committee will meet on September 24.

The Chair reminded representatives of Special Committees to submit a written report to the Secretary.

VII. Unfinished Business

No unfinished business was brought before the Senate.

VIII. New Business

Chairman Powers recognized Professor Dockery, who withdrew his earlier motion. There was no other new business.

IX. Announcements

Professor Gardner stated how much he enjoyed the University Campuses Faculty Senate meetings and said he was proud to be associated with the Senate. He announced that he was also proud to work with Mrs. Mary Kay Hall who does word processing for the Office of the System Vice President for University Campuses and Continuing Education, including work for the Senate. He said he feels we owe her "some sentiment of appreciation".

Professor Boulware (Beaufort) moved for adjournment and Professor Dockery seconded. The Chair ruled them out of order. He asked for other announcements, and reminded members of the Executive Committee to provide the Secretary with a list of Senators attending. He announced that the next meeting of the Senate will be on November 7 at USC-Salkehatchie, and entertained a motion to adjourn.

X. Adjournment

UNIVERSITY CAMPUSES FACULTY SENATE MEMBERS 1986-1987

BEAUFORT

Rick Boulware	R&R
David McCollum	IUSC
Somers Miller	Welfare
Rod Sproatt	Executive

LANCASTER

Wade Chittam	Executive
Deborah Cureton	IUSC
Jerry Currence	R&R
Shari Lohela	IUSC (Chair)
Mark McLean	Welfare
Darlene McManus	Welfare
Jimmie Nunnery	R&R

LIFELONG LEARNING

✓ Linda Allman	R&R
✓ Steve Dalton	IUSC
✓ Linda Holderfield	Executive
✓ John Stine	Welfare

SALKEHATCHIE

Bill Bowers	Welfare
Greg Labyak	Executive
✓ Marion Preacher	R&R
Ali Pyarali	IUSC

SUMTER

✓ Don Curlovic	Welfare (Chair)
✓ Bob Costello	IUSC
Jean Hatcher	R&R
John Logue	R&R (Chair)
Sal Macias	IUSC
Tom Powers	Executive (Chair)
John Varner	Welfare
Carolyn West	IUSC
Laura Zaidman	R&R

UNION

Mary Barton	Welfare
Julie Fielder	IUSC
Charles Walker	R&R
✓ Tandy Willis	Executive

At the September 19 meeting, Jerry Dockery substituted for John Stine (afternoon session), Bob Group substituted for Marion Preacher, and John Varner was not present.

ATTACHMENT

Report of the Associate Vice President for
University Campuses and Continuing Education
John N. Garder to the University Campuses
Faculty Senate Meeting

September 19, 1987

As a continuation of the practice initiated by the Executive Committee in the 1985-1986 academic year I submit to you a written report. I would be happy to elaborate on any of these items verbally. It will also be necessary for me to address concerns you may have wished to address to Vice President Duffy in that he was not able to be with you on this date due to support he is rendering for the Southern Association of Colleges and Schools at another location on this same date. Because President Holderman is meeting with us today, I am assuming that he will be covering such matters as the Clemson/USC partnership, 2001 plan, the USC/Clemson/MUSC research initiative, and other matters which are more appropriately addressed to and by him. In the event that he does not touch upon any of these I will gladly make a few verbal remarks about those matters. Now to my own reports which, incidentally, I do not report in terms of any particularly priority of importance with the exception of item 1.

University Campuses Faculty Senate Executive Committee Retreat

The Vice President and I met with the Executive Committee in late August at USC-Beaufort where we had an extremely productive meeting. We were very encouraged by the thorough way this meeting was organized and conducted and the very professional tenor of the discussions. John Duffy and I learned a great deal and we hope our faculty colleagues did as well. We believe that this kind of extended dialogue between faculty and academic administrators is one of the unique strengths of our system and we pledge our continued willingness to nurture such exchanges. We are impressed with the Executive Committee's ambitious slate of agenda items for the coming year and we will do everything possible to support them in the satisfactory attainment of these objectives.

AVA Consultant Study/CHE Task Forces

As many of you will recall the State of South Carolina funded an external study of South Carolina higher education by a team of Denver-based consultants during the 1985-86 year. This was being done simultaneously while the University was conducting its own, much more ambitious and lengthy, study of the President's Commission on Undergraduate Education. Upon the release of the AVA consultants' study, the South Carolina Commission on Higher Education decided to appoint a number of task forces to address a

number of areas. The South Carolina Council of Presidents submitted to the Commission nominees for membership on these task forces. The University is represented on some of these task forces but not all of them. Vice President Duffy is the University's representative on the Task Force on Interinstitutional Cooperation. Associate Vice President Gardner is the University's representative on the task force dealing with the three critical areas of admissions, developmental education, and assessment. The charge to these task forces is to have a report ready by the end of October to present to the full Commission at its November meeting and hence on to the General Assembly for action in the spring 1987 session. At early meetings of the task force on which I serve, it was clearly the hope of Commission staff members to significantly expand the power of the Commission to make it function more like a governing as opposed to a coordinating board. Initial recommendations have been to give the Commission the authority to set admission standards for all colleges and universities, determine what courses transfer between and among institutions, determine what courses apply for degree credit (for example courses labeled as developmental would not be allowed for degree credit), and mandate a statewide program of assessment testing for entering freshmen, sophomores wishing to rise to junior status, and graduating seniors. A basic theme has underpinned all of these proposals and that is to expand the power of the Commission at the expense of traditional prerogatives of college and university faculties. To understate the matter, with the strongest backing of President Holderman, Executive Vice Presidents Borkowski and Vlahoplus, this Vice President has strongly opposed any actions which would diminish the historic power of the university faculties. I will give you a more up-to-date report on these matters verbally at the September 19th meeting. Vice President Duffy has also been conscientiously representing our interests on the task force dealing with cooperation between institutions where he has been addressing the particularly sensitive matter that technical institutions desire to develop a so-called "mini-core" of liberal arts courses which would be offered on all 16 institutions and transferable to all other colleges and universities in the state.

Enrollment Decline

The Vice President and I are particularly distressed by the discouraging news from all of our campuses except Beaufort with respect to fall enrollments. It seems to me that it is more imperative than ever that faculty become more involved in areas which they have traditionally left to administrators and staff, i.e., student recruitment and marketing plans and activities. This also makes it all the more imperative to enhance student retention programs particularly in the freshman year.

Faculty Development

One of the concerns expressed and discussed at the Executive Committee Retreat was the interest of faculty in participating in

more faculty development opportunities. This Office is pleased to work with appropriate faculty groups in the design of meaningful activities which might benefit groups of individuals. We welcome your suggestions.

Initially, this Office is committing to cover all expenses to the following upcoming development opportunities. Please be sure to register and submit appropriate travel authorization vouchers.

1. National Conference on Interdisciplinary Baccalaureate Education

The University's Division of Continuing Education and the College of Applied Professional Sciences will be hosting a National Conference on Interdisciplinary Baccalaureate Education, October 15-17, 1986 in Columbia. The Conference is being held at The Town House Hotel. We have asked the Academic Deans on each campus to identify faculty they deem appropriate to attend this conference. If you have interest in attending and feel your participation appropriate, please contact your Academic Dean.

2. Regional Conference on the Minority Freshman Year Experience

The University at Columbia will host a conference on this subject sponsored by the University 101 National Center for the Study of the Freshman Year Experience and the Division of Student Affairs on Friday, October 17, 1986. Participation by any University Campuses' faculty is welcome and encouraged. Minority enrollment is critical to the desegregation enrollment maintenance efforts on our campuses. We urge your support and participation.

3. National Conferences on the Freshman Year Experience

Because of the concern I have raised above, I am going to urge even more strongly this year that as many faculty as possible take part in the University's nationally and internationally acclaimed Conference on the Freshman Year Experience which will be hosted February 21-25, 1987.

4. National Conference on the Adult Learner

The University's Division of Continuing Education will also be hosting the 1987 National Conference on the Adult Learner. The dates on this Conference will be announced at a later date. This Conference will be held in Columbia and, again, participation by all University Campuses faculty will be complimentary.

International Conference on the First Year Experience

I personally am involved in the planning for a second International Conference on the First Year Experience which I will be hosting at the University of Southampton in the United Kingdom, July 20-24, 1987. If any of you would be interested in submitting a proposal and attending I would very much like to hear from you. Our first Conference which we hosted this past July was attended by 200 individuals from 14 different countries from as far away as Hong Kong, Australia, the Union of South Africa, Nigeria, as well as numerous European nations. They have the concerns which we have about freshman students, particularly the non-traditional adult learner, now truly ubiquitous. I regret that our funding basis for this Conference does not permit us to make your participation gratis.

Proposal for a Summer Faculty Exchange Program in Computer Technology

This Office is currently working with Vice President Roberson of the Computer Services Division and his representative, Jim Morris, in an attempt to design an experimental two-week workshop for this coming summer to train University Campuses faculty in new computing technology applications in their disciplines. We hope to operate this on a model analogous to the Faculty Exchange Program. As we have more information, I will certainly pass it along to you.

Faculty Exchange Program

It is that time of year when faculty need to be getting their ideas together to submit for Faculty Exchange Program proposals. The University Campuses fared exceptionally well in this competitive program last year and I would hope to see strong representation of our faculty this year. I would be happy to discuss with any of you your proposals and I recommend that you discuss them with me in advance so that I might give you some guidance which might enhance your probability of being funded. I am your representative on a committee of two which makes recommendations to the Provost and President for funding of these applications. Simultaneously we encourage you to submit applications for grants under the Research and Productive Scholarship Committee mechanism. An announcement on this subject has previously been sent to all faculty of the University. Historically we have had very few University Campuses' faculty apply for such grants and as a result their Columbia peers frequently conclude (erroneously) that our faculty are not interested in research. I hope more of you this year will pursue this opportunity for funding of some of your scholarly activities. The deadline for submitting for proposals is October 31, 1986.

CHE Desegregation Grants

You may recall that we have had a long battle with CHE to persuade them to include the University Campuses for funding purposes for

their program of competitively awarded desegregation retention activity grants. Initially we were not considered at all; then we were only considered for token \$5,000 per campus awards; however this year we have finally arrived. Three of our campuses-- Salkehatchie, Union, and Sumter--have received approximately \$27,000 each through their fine grant proposals. Thus these three campuses received approximately 20% of the total monies available in the amount of \$400,000 for all 34 South Carolina public colleges and universities. That is quite a track record on our part. USC-Beaufort and USC-Lancaster also submitted what in my opinion were excellent proposals and I do not fully understand why they were not all funded. However we are fortunate that we got what we did.

Title III Grants

The Title III Federal Program for Developing Institutions is now providing monies for three of five University Campuses: Sumter (which has received the largest such grant in the System-- \$200,000+), Lancaster (a planning grant of approximately \$23,000), and Salkehatchie (a grant of \$133,000 which will enable the Campus to add four critically needed new employees). These Campuses are to be commended for these efforts. I encourage all Campuses to continue these kinds of activities to seek badly needed external funding and our Office will render whatever assistance we can to facilitate acquisition of such funding.

CHE Staff at University Campuses Faculty Senate Reception

The Office of the Vice President has extended invitations to a number of the professional staff member of the South Carolina Commission on Higher Education to attend the reception at the conclusion of this meeting. This is part of our effort to increase our informal as well as formal and official dialogue with members of the staff. We are encouraged that we seem to be entering a new era of more positive personal and professional relationships with the staff. A number of fine new staff members have been added and we are encouraged by the increasing level of professionalism which has been demonstrated to date by the Commission staff. We urge you to meet these individuals at the reception and to let them know about some of the exciting things we are doing on the University Campuses.

Summer Retreats

This summer the Vice President and I attended two very positive University Campuses faculty retreats in addition to the Executive Committee Retreat. First of all, the University and Four-Year Campus Librarians held their annual retreat. This was a very informative and successful gathering under the leadership of University Campuses faculty member Shari Lohela. The second retreat was the USC-Lancaster Annual Faculty Retreat which was held this year at Myrtle Beach. Dr. Duffy and I enjoy very much

our participation in these activities each year. We realize that other campuses have had varying success and their respective faculties have shown varying degrees of enthusiasm or lack of enthusiasm about the notion of holding such retreats. However, it is our judgement that these gatherings can be highly productive and effective, build morale, provide an opportunity for sharing of new ideas and important information, and in general serve to get the year off to an extremely positive start. We would urge the other campuses of Beaufort, Union, Sumter, and Salkehatchie to consider developing such occasions and we would gladly attend if invited.

Southern Association of Colleges and Schools Visit in 1989

One of the things that John Duffy and I are extremely concerned about is that our Campuses take adequate steps way in advance to be prepared for the self-study for reaffirmation of our accreditation which we will begin in 1989. As in previous self-studies when we were operating off the old standards, the Association will now be holding us accountable to a newly adopted set of Criteria. John and I have discussed this matter with the Executive Committee and we have strongly urged faculty members to acquaint themselves with the new Criteria. Copies of the Statement of Criteria are in the possession of each Dean of the University. Of particular importance in the new criteria is the section on "institutional effectiveness" which holds us accountable for new measures of assessment. The Lancaster Campus is clearly in the lead in this area as a result of its Title III planning grant due to the outstanding faculty leadership efforts under the direction of Professor Dan Howard Greene. We all have a great deal to learn about this area of assessment and we urge you faculty to start reading and absorbing as much information about this important topic as you can over the coming months and several years prior to 1989. The self-study must be primarily a responsibility of the faculty as that is the most important assumption underlying the concept of regional accreditation review in American higher education. Dr. Duffy and I strongly support this key aspect of faculty governance and stand ready to assist you.

Salary Study

Once again this year for the third year in a row the University Campuses Faculty have enjoyed the highest average salary increases of any campus in the System. For example, at USC-Columbia the average raise package was 3½%. Our Offices again pledged our support to the Executive Committee and the Faculty Welfare Committee for the annual salary study. If such significant salary enhancement actions have any hope of being continued, however, we must take stronger steps to enhance our enrollment for as you all know the budgets are enrollment driven. I state that merely as a matter of fact and not as any kind of threat or promise!

Family Fund

We are about to embark on the annual Campus solicitation for the Family Fund. Three of our five Campuses last year met their goals and we would like to see all five Campuses this year meet their goals. This is the best opportunity we have each year to show our affection and loyalty to the University by making a significant monetary contribution to the institution which has given generously to so many of us (in more ways than financially). We hope that you will support your colleagues when they solicit you for this important activity. Remember, of course, that you can restrict these funds so that they are spent in a fashion which meets with your approval.

MBA Program Expansion

Last May a retreat was held with officers from all University and Four-Year Campuses to discuss ways to expand the MBA ETV Program so that all our Campuses would benefit through increased enrollment and financial payback mechanisms. The Provost has formed a task force to study a number of the recommendations that came out of this meeting and we are hopeful that all our campuses will benefit from this some time in the future.

Beaufort Marketing Survey

With the assistance of this Office, the Beaufort Campus is going to undertake an ambitious marketing type survey of its constituencies which provide its students. If this proves successful we may be able to expand this type of opportunity to other campuses. I hope that you will ask your Beaufort colleagues some months from now what they have learned and gained from this exercise.

Lifelong Learning Move

Many of you know our Lifelong Learning unit is now consolidated under one roof. It has its new headquarters at 900 Assembly Street. We urge you to stop by and see where your colleagues are now roosting to allow your friends to show off their new quarters. We hope that this new location will enhance our communication and administrative effectiveness of this important unit.

Library Processing Center

As you know we have had a new faculty director of the Library Processing Center for the past fifteen months and she has survived a number of challenges. They are hoping to make further improvements in the shuttle system by finally getting for the LPC a new van. They have also retained the services of a promising new Assistant Director for the Center, Professor Nancy Washington, and have recently offered a position to a new faculty librarian who will be our new cataloguer. The LPC faces a tremendous challenge ahead this year as it will struggle to catalogue the \$690,000 additional appropriation awarded by the General Assembly to

provide new library holdings for the three Four-Year Campuses. Please be patient with your colleagues in LPC as they cope with this additional work load.

USC-Salkehatchie Convocation

The Vice President and I had the pleasure last week to attend a first-time event in our campuses of the opening of school year faculty convocation. This is an ancient rite and tradition in many institutions of higher education where the faculty proceed in full regalia to symbolically welcome the students at the beginning of a new school year. At Salkehatchie this occasion was combined with a fun picnic and a following faculty meeting. The keynote speaker was USC Provost Francis Borkowski who seemed very duly impressed with the whole approach.

Institutional Research

The President has recently appointed a new System Director of Institutional Research, Dr. Ken Schwab who was with us last year as an ACE fellow. This Office looks forward to working with Dr. Schwab as we attempt to expand the sophistication of our Systemwide institutional research efforts and capabilities. If you have needs and ideas in this area please refer them to me.

Sue Rosser

The University also is welcoming this fall our first ever Director of Women's Studies and Director of our new Women's Center, Professor Sue Rosser. Dr. Rosser holds a faculty appointment with the School of Medicine and comes to us after a distinguished career in teaching and service at Randolph-Macon Women's College. Dr. Duffy and I are very anxious to get her out to our campuses and she has expressed a strong interest in working with faculty and staff on the University Campuses.

New Research Associate in the Office of the System Vice President

This is to inform you that we have retained the services of a very competent and available professional, Dr. Carol May who will be acting on a somewhat experimental basis as a research associate to support the activities of the Vice President and myself during this current academic year. In that connection we may ask Dr. May to call upon a number of you for information on various topics and projects that we have requested her to work on. Should she contact you please understand that she will do so with our blessing. If you have questions about any of her activities they should be addressed to me as I am primarily responsible for her supervision.

Faculty Development Workshops for the Improvement of Undergraduate Instruction

This academic year under the auspices of our Office and the University 101 program, we will be taking out to the University

Campuses two workshops which we offered initially at USC-Columbia this past year and found to be highly successful. One is to present a theory of teaching developed by Professors Carolyn Matalene of the Department of English and Lee Jane Hevener of the Department of Government and International Studies. Essentially they have a model for making students take more responsibility for their own learning and provide a very stimulating presentation which I believe many of you would enjoy. Secondly, we will be offering a workshop headed by a panel of minority educators, the purpose of which is to sensitize primarily white educators as to what it feels like to be a black student and/or professional on a predominantly white campus. We will be seeking faculty assistance for moderating these workshops on these campuses and David Hunter will be coordinating this from our Office working through your Academic Deans.

On-Line Catalogue Proposal

As many of you know our librarians have worked diligently over the year on a System task force to develop a proposal for an on-line catalogue. This was favorably received by the University Administration and forwarded to the CHE for special Step 12 unique cost funding consideration. CHE has not recommended favorably on this and where we go from here remains to be seen.

Promotion of Executive Assistant Mary Derrick

Many of you senators and members of the faculty who have had close working relationships with our Office over the years have come to know and respect our Executive Assistant, Mary Derrick. Therefore, I am sure you will concur with us that it is appropriate to congratulate her on her recent promotion to the position of Business Manager for the Office of the System Vice President for University Campuses and Continuing Education. In addition, Mary will have even further expanded responsibilities for personnel matters. We are indeed fortunate to have her able and knowledgeable support. Incidentally, Mary is also an example of the kind of student we are increasingly serving on all our campuses, i.e. a mature student, who as she nears completion of her baccalaureate degree, works full-time, to understate the matter, but also can make outstanding grades and manage family responsibilities. Congratulations to you, Mary!

Budget

It appears all but final and officially announced that we will have a significant budget reduction imposed on the University as a State agency during this fiscal year. We do not know the precise amount but we must begin immediately developing appropriate contingency plans. Brace yourselves!

This concludes my report but I would be happy to address any other matters you should care to direct to my attention for response. Thank you for your consideration of my thoughts on the above subjects.