

UNIVERSITY CAMPUSES FACULTY SENATE MINUTES

FEBRUARY 13, 1987

USC-SUMTER

Informal Session

Chairman Powers called the meeting to order and inquired whether there were senators who had not yet received the minutes of the last meeting. The Secretary distributed extra copies to those individuals. The Chair reminded the group that smoking, eating, and drinking were not permitted in the room, but added that coffee and doughnuts would be available elsewhere in the building.

Dean Anderson (Sumter) expressed his delight at having the Faculty Senate on the Sumter Campus. He hoped that the day would be a pleasant one for everybody, and he said that local personnel would be glad to assist the visitors in any way possible. In addition, Dean Anderson mentioned the blood drive being conducted on the Campus.

Dean Tuttle (Beaufort) reported that USC-B now owns the Beaufort Elementary School, an acquisition he described as "our major accomplishment after 28 years." An architect has been approved and \$1,200,000 is available to renovate the building. The Campus is sponsoring a fund-raising drive in the community to acquire another \$500,000. Considerable amounts have been contributed by the City Council and people of Beaufort, and Dean Tuttle voiced hope that the County Council would also commit funds to the project.

Associate Dean for Academic Affairs Barry (Lancaster) said that Dean Arnold was not in attendance. He announced that the Lancaster Campus is sponsoring a six-part film series on Appalachian culture entitled "Strangers and Kin." Another series, "Evenings to Entertain You," will feature pianists and other performers.

Dean May (Lifelong Learning) said he did not have anything to report and, in the absence of Dean Clayton, there was no report from the Salkehatchie Campus.

Associate Dean for Academic Affairs Sears (Union) stated that Dean Davis did not ask him to make a report, but he commented on the declining enrollments at the Union Campus. The decline came as a surprise because the number of incoming students was very large. The problem was retention. Jimmy Williamson, former registrar at Limestone College was recently hired to coordinate recruitment and retention at USC-Union. Dean Sears feels the acquisition of this individual will help to improve the enrollment situation.

The Chair asked if any campus had an item that the Senate should be aware of or should think about for possible consideration during the afternoon session. Rod Sproatt (Beaufort) responded that he had something he wished to present to the Executive Committee first, and Harold Sears stated that the Union Campus had an issue to be run through the Intra-University Services and Communication Committee.

Chairman Powers reminded the group that 1) motions and reports must be submitted in writing to the Secretary and 2) a list of senators present and absent, including alternates, must be given to the Secretary by members of the Executive Committee from the various campuses. He asked if anyone needed a copy of the reports of Dr. Duffy (Attachment 1) and Professor Gardner (Attachment 2) or the minutes of the November 7 Senate meeting. The Chair said that the full Senate would reconvene at 12:15 pm, and that everyone would be taken on a tour of the new facility at USC-Sutner and then bused to a local restaurant for lunch. He announced the rooms assigned to various Standing Committees for their morning meetings and requested to see the Chairs of the IUSC and Rights and Responsibilities Committees. The informal session was then adjourned.

GENERAL SESSION

I. Call to Order

Chairman Powers reiterated that a written copy of all motions and reports must be given to the Secretary, and he asked that everyone remain in the room while the meeting was in progress. He also announced that he had copies of a brochure on an upcoming program at USC-Sutner for anyone who was interested.

II. Correction/Approval of Minutes

The Chair asked if it was the pleasure of the body to consider the minutes of the November 7 meeting of the Senate. A motion to approve the minutes was made and seconded, and they were approved by voice vote. The Secretary reminded the Chair that the minutes of the September 19 meeting also awaited the approval of the body. It was moved and seconded that those minutes be approved as presented, and the motion carried.

Chairman Powers departed from the normal agenda to report on the status of recent actions taken by the Senate. A copy of motions passed by the body was sent to Dr. Duffy, and responses have been received. A motion from the Rights and Responsibilities Committee making Executive Committee members eligible for Senate offices has received the approval of the System Vice President. The necessary wording changes are to be made the next time The University Campuses Faculty Manual is revised. Another motion from Rights and Responsibilities sought a separate listing for each University Campus in the SAT Registration Bulletin. Vice President Duffy's office has requested separate listings, and the Educational Testing Service has complied.

The Welfare Committee presented a motion requesting a tuition waiver for USC faculty. This action, which is probably contrary to state policy, cannot be taken. If faculty received a waiver, all state employees would claim it, and such a claim could not be allowed. Our concerns on this issue will be remembered by Dr. Duffy and Professor Gardner, and they will pursue any future opportunities to address the situation. A Welfare Committee motion asking Deans of the University Campuses 1) not to hire TEC employees as teachers, and 2) to discourage USC faculty from teaching for technical schools has been described as inappropriate and probably illegal. Dr. Duffy has stated that he cannot make these recommendations to the Deans and he would not encourage them, because of a conflict with state policy and law.

The Chair also referred to a recommendation from the IUSC Committee pertaining to a proposed mini-core of transferable courses. Further developments have taken place since the recommendation passed the Senate, but Chairman Powers declined to comment, saying that members of the body would probably prefer to ask Vice President Duffy about the issue.

III. Reports from University Officers

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

Dr. Duffy reported that a 2.6% budget reduction has already been absorbed this year. An additional cut of 1% has been rumored, but he does not feel that further reductions will be forthcoming. Furthermore, an additional loss could be handled by deferring payment on the shortfall. He said the Board of Trustees had released information on the use of discretionary funds. Data of 15,000 transactions were revealed, with the names of 250 donors or potential donors (not University employees or state officials) "whited out". The Vice President stated that the disclosures included "nothing extraordinary and nothing illegal," and he added that the Board, not the USC administration, made the decision to release the documents. Dr. Duffy reported that salary data have been forwarded to the Welfare Committee. He also called the attention of the body to the Adult Learner Conference scheduled for May 24-27. Interested persons should contact John May at Lifelong Learning or the System Vice President's Office.

Robert Castleberry (Sumter) inquired whether a tuition waiver for faculty could perhaps be obtained via another mechanism such as special scholarships. Dr. Duffy replied that Coastal Carolina utilizes a foundation for that purpose. He said the USC Educational Foundation offers the only alternative means of obtaining such a waiver for University Campuses Faculty. He added that special scholarships come from the Foundation, and that a request to waive tuition fees would have to be addressed in that way.

Rod Sproatt (Beaufort) wondered about new developments in the mini-core proposal. He referred to a document entitled "The Cutting Edge," asking Dr. Duffy to comment on it. The Vice President responded that the document was a recapitulation of the findings of previous studies, and he feels the language is restrictive. USC officials have recently spoken with TEC representative Mac Holderfield. Dr. Duffy said people at the University were very concerned about some aspects of the mini-core, adding that they are thinking specifically about Beaufort and Sumter. He stated that the report dealing with the mini-core has not yet been implemented, and that anything in it requiring money will not be implemented unless the formula is fully funded.

Robert Castleberry asked for a restatement of what Dr. Duffy had said regarding the possibility of obtaining a tuition waiver through the Educational Foundation. The Vice President replied that one campus has done that sort of thing using money from its foundation, and that idea has been addressed by his Office with respect to classified employees but not faculty. Associate Vice President Gardner added that there is money

freed to support the education of classified employees, who are largely lacking degrees. He said there was one campus which used money from the foundation to pay faculty tuition for a course. Dr. Duffy stated that in some cases, faculty exchange has been used to achieve this purpose in part; however, in those instances, the courses involved were strongly suggested or required by his Office. Sometimes faculty in the exchange program are not reimbursed for tuition costs if they are able to absorb them out of the salary they are paid.

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

Professor Gardner first commented on two items omitted from his written report. He said that the Board of Trustees has responded to the Lightsey Commission. One recommendation of the Commission would prohibit University Campuses from entering into baccalaureate degree arrangements with other campuses. The Administration of the University took a stand against that recommendation, and the Board has rejected it. As a result, as far as Board policy is concerned, University Campuses may continue to engage in such cooperative arrangements. Another item not addressed in writing was the visit made by Dr. Duffy and Professor Garner to the Sumter Campus on January 16 in response to questions raised in the November Senate meeting. They spoke with the entire faculty at the request of the faculty organization, and the Associate Vice President reported that there was a "very thorough discussion" from his point of view. He added that he and Vice President Duffy are open to speaking with faculty "anywhere, anytime, about anything."

Next, Professor Gardner commented about ramifications of the budget cut. He said there is a "very real probability" that our base budgets for next year could be at least 5% less than this year. This means that after some monies are removed for salary increases, there will be much less money to operate with. The Associate Vice President stated that in light of this, recruitment and retention are "more important than ever," because campus funding is determined on the basis of enrollments. The level of funding, in turn, determines the amount of money available for such things as books, travel, and faculty salaries. Professor Gardner expressed his feeling that the University Campuses have been well managed financially, and he expressed hope that the 5% can be handled without taking "drastic steps."

On the Family Fund drive, Professor Gardner mentioned that one campus had not reached its goal, but that the pledge cards for that campus were apparently lost in the mail. Donors will be traced and given another opportunity to pledge. He pointed out that the local campaign chairman was not at fault. The Associate Vice President informed the body that the Southern Association of Colleges and Schools has raised questions concerning off-campus course offerings and upper division courses at University Campuses. Vice President Duffy and Dean Tuttle met with a committee at the Association's annual convention, and staff members are to be sent (probably during the next few months) to University Campuses to speak with us about what we are doing. We are currently accredited as associate degree institutions (level 1), and we are evaluated by people from other schools at the associate degree level.

Therefore, Professor Gardner said that the evaluators need our help in order to understand what we are doing. When visits from SACS staff members occur, faculty will be involved in the preparations. The Associate Vice President stated that "the whole interpretation review process is essentially the responsibility, ultimately, of the faculty."

Professor Gardner, referring to the aggressiveness of people in the other sector of public higher education and the Technical Education System, said that they have submitted proposals to the Commission of Higher Education to award three new degrees through the educational center at Fort Jackson. One of the proposed degrees is an associate of arts, which he termed "highly duplicatory" of what USC has been offering through its Fort Jackson program for two decades. The Associate Vice President told the body that the Office of University Campuses and Continuing Education has registered "the strongest verbal objections we know how to register" with the CHE staff. Those objections are being incorporated into the staff report on the proposals, which will be sent to a subcommittee of academic officers of the State College System, where Provost Borkowski will represent the University. From there, the proposals are to be forwarded to the Academic Affairs Committee and then to the full Commission.

Finally, Professor Gardner commented on the condition of Kelly Childers, a graduate student working in Dr. Duffy's office. She had surgery to correct a vision problem and is recovering. He also noted that Kelly's mother, Brenda Childers, is the Administrative Assistant to Dean Davis at the Union Campus.

IV. Reports from Standing Committees

A. Rights and Responsibilities--Professor John Logue (Sumter)

Senator Logue reported as follows:

The Rights and Responsibilities Committee met in executive session to complete deliberations in its role as the Grievance Committee.

Committee members are requested to meet in Beaufort on the Thursday evening preceding the April meeting of the University Campuses Faculty Senate to:

- 1) Consider a proposal for new Tenure and Promotion Committee organization and procedures; and
- 2) Review revisions to the USC Columbia Faculty Manual which were mandated by the USC Columbia Administration and/or State of South Carolina, and to determine which, if any, of these changes might be pertinent to The University Campuses Faculty Manual.

Professor Logue noted that he had received the tenure and promotion proposal at the conclusion of the Committee's meeting earlier in the day. He asked members of the Rights and Responsibilities Committee to examine it in detail.

Associate Vice President Gardner inquired about the kinds of changes in the Columbia Manual the Committee planned to review. Professor Logue responded that they had not yet had a chance to look at the changes. Professor Gardner invited Senator Logue to inform the Office of the System Vice President for University Campuses and Continuing Education if they can be of help.

The Chair informed the Senate that the proposal to alter the System Tenure and Promotion Committee would be introduced for discussion by the Executive Committee later in the session.

B. Welfare - Professor Don Curlovic (Sumter)

Senator Curlovic said the Welfare Committee had received additional salary data from Dr. Milton Baker, which would be included in the minutes of the meeting (Attachment 3). He reported that he had sent a copy of the salary study to Committee members on each campus. In their morning meeting, the Welfare Committee discussed possible changes in the study of faculty salaries for next year. Professor Curlovic said that Associate Vice President Gardner had expressed concern about the time-consuming process of responding to salary questions submitted annually to each of the University Campuses (Attachment 4, University Campuses Faculty Senate Minutes, November 7, 1986). The Committee is trying to address that concern, along with the need to supply additional information to individuals who feel they have been treated unfairly in regard to salary decisions. Legal authorities have informed the Committee that the publication of faculty salaries by name is not illegal. Many feel, however, that this would not be advisable. Professor Curlovic said the Welfare Committee would likely be proposing that a listing of faculty salaries, without names, be included in next year's study, in lieu of the questions previously asked of each Campus Dean. He feels that the listing of salaries will enable individual faculty members to answer questions for themselves. Professor Curlovic specifically mentioned an apparent problem related to length of service, one criterion included in the current salary study (Attachment 3, Report #4). Some faculty who have been employed at USC for many years are paid less than persons recently hired. The Committee believes that a listing of local salaries would allow a particular faculty member, with knowledge of how long various persons have been employed, to determine where inequities based on length of service exist. Another matter under investigation by the Committee is the merit pay issue. There is continuing concern about the basis for awarding merit pay. Professor Curlovic said the Committee will again recommend that faculty members who perform their duties satisfactorily receive, as a minimum, the salary (percentage) increase mandated for classified state employees. He added that members of the Welfare Committee plan to determine the "mood" of faculty on individual campuses regarding the matters he mentioned.

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

Senator Lohela reported that the IUSC Committee unanimously passed a proposal from USC-Lancaster which seeks to alter the sequence of courses in its commercial science program. On behalf of the Committee, she moved that the full Senate approve the proposal, which reads as follows:

Students currently enrolled in the commercial science curriculum currently take the following sequence of accounting courses:

REIL 161
REIL 162
BADM 226

The following sequence will take its place beginning with the 1987-1988 academic year:

BADM 222
BADM 225
BADM 226

The Chair reminded the body that motions coming from committee need not second. He asked if everyone had received a copy of the motion and he opened the floor for discussion.

Vice Chairman Tandy Willis (Union) inquired about BADM 222, and Dean Barry replied that it is an introduction to accounting procedures.

There being no further discussion, the Chair called the question. The motion carried by voice vote.

Professor Lohela continued the report, stating that a major concern of the IUSC Committee has been the formulation of uniform guidelines for the review of proposed courses in the curricula of University Campuses. She said the Committee plans to continue studying the matter and expects to report on it at the next meeting of the Senate, although she added that the issue might carry over into the 1987-88 academic year. The Committee has asked to meet the evening before the full Senate convenes again in April. Professor Lohela also reported that Senator Castleberry, the University Campuses' representative to the Curricula and Courses Committee, has indicated the need for a mechanism to provide feedback to our campuses on matters arising in that Committee. He will submit a list of appropriate recommendations to the IUSC Committee for approval at its next meeting.

Professor Gardner noted the need to make sure that the course change just passed by the body is included in the USC-Lancaster Catalogue.

V. Executive Committee - Professor Greg Labyak (Salkehatchie)

The Secretary reported that the Committee met in Columbia on January 30 with Dr. Duffy and the Standing Committee chairs. He said a number of issues discussed at that meeting had already been brought before the full Senate, and he proceeded to report on other items considered by the Executive Committee. Senator Curlovic had expressed concern about faculty not knowing who their local representatives to the University Campuses Tenure and Promotion Committee are. It was agreed that the names of those individuals should be announced to everyone. Professor Labyak stated that the possibility of local faculty electing both representatives to that Committee from each campus had been discussed, and he yielded the floor to Vice Chairman Willis to present a motion on that matter.

Professor Willis, on behalf of the Executive Committee, moved the following:

That the wording of paragraph 3 ("Organization") in The University Campuses Faculty Manual, page 22, be changed.

Present wording: "This committee shall be formed in October of each year and shall consist of one member elected by each campus faculty and one member appointed from each campus by the System Vice President for University Campuses and Continuing Education."

Proposed wording (changed underlined): "This committee shall be formed in October of each year and shall consist of two members elected by each campus faculty."

The motion from the Executive Committee needing no second, the Chair opened the floor for discussion. He then reread the motion and called the question and the motion was passed by voice vote. Chairman Powers reminded the group that the motion involved a change in The University Campuses Faculty Manual and, therefore, it would have to be reintroduced at the next meeting. He encouraged senators to solicit comments from faculty on their local campuses.

Secretary Labyak, continuing the Executive Committee report, said that David Hunter has a model which will identify University Campuses students who transfer to the Columbia Campus. The model will make it possible to observe the subsequent success of such students, and the data should be available next fall. Professor Labyak stated that Dr. Duffy reminded the Committee to notify the Academic Deans of issues it wishes them to consider at their meetings. The Vice President also informed the Executive Committee that the Library Processing Center has received \$15,000 from the State Library and is anticipating a large order from the Four-Year Campuses. He complimented Linda Allman for the superb job she has done at the Center. In addition, he stated that the possibility of a statewide MAT program based on the Four-Year Campuses has been discussed, and he promised to fight hard to see that the University Campuses are involved if the program becomes a reality.

The Secretary related that the Committee discussed Professor Willis' report on the tenure and promotion workshop held at the Union Campus. There was interest in the possibility of conducting follow-up workshops at other campuses, perhaps utilizing local faculty and a facilitator from USC-Union. This idea will be considered further by the Rights and Responsibilities Committee. Professor Curlovic voiced concern that some faculty teaching summer school do not receive 15% of their nine-months salary. He wondered why such persons are not paid more when there is enough overall tuition money to give everyone 15%. Dr. Duffy replied that he did not know how his Office and the Senate could address that issue. Apparently no policy violation is involved. The Vice President told the Committee he would survey all USC campuses to find out about their policy on summer pay.

Professor Labyak reported that the Executive Committee had been informed of a Senate representative to one of the Special Committees who has had difficulty attending meetings due to scheduling conflicts. A replacement is needed for at least one future meeting of that committee. Dr. Duffy said that he would bring the matter to the attention of the System Committee, and it was agreed that an

alternate representative, preferably from the same campus, should be appointed. The Secretary offered the following motion from the Executive Committee:

The Executive Committee moves that the Chairperson of the University Campuses Faculty Senate be granted authority to appoint an alternate representative to a Special Committee when the representative elected to that Committee by the Senate is unable to attend meetings.

The Chair stated that the motion required no second, and he asked for discussion. Professor Macias (Sumter) wondered whether the alternate representative was to serve for the duration of the term, or for a single meeting. Secretary Labyak responded that in this instance, the individual is able to attend some meetings. The idea is to grant the Chairperson power to appoint an alternate for meetings the elected representative cannot attend. Senator Nunnery inquired whether the motion pertains only to persons serving on Columbia committees. The Secretary replied that it applies to Special Committees only. Professor Nunnery mentioned that there might be a need to appoint alternates to Standing Committees of the Senate as well. For instance, there have been grievance hearings which some Committee members have been unable to attend. Secretary Labyak said that there are already alternate senators, and he assumed that if someone cannot attend a Standing Committee meeting the alternate would be substituted. Senator Nunnery retorted that was not taking place. The Secretary then stated that the motion on the floor does not address that problem, and he added that perhaps the question of Standing Committee representatives could also be pursued. Professor Nunnery said that was something which would need to be addressed later, and that he was simply asking for information and did not wish to amend the motion. There was no further discussion and the Chair called the question. The motion passed by voice vote.

Secretary Labyak resumed the report of the Executive Committee, covering matters considered by the group at its meeting earlier in the day. There was continued concern about the mini-core proposal and the lack of time for summer purchases of equipment and supplies due to the termination of the fiscal year at the end of June. Local campus budgets were discussed and the desirability of having more budgetary information distributed to faculty was pointed out. The Welfare Committee has gathered some information on budgets in the past, and it was suggested that that Committee pursue the matter further with special emphasis on the decision-making process. Rod Sproatt's proposal dealing with the System Tenure and Promotion Committee (Attachment 4) was also discussed. The Secretary deferred to Immediate Past Chairman Sproatt for the presentation of the proposal, and he said that he had nothing else to report from the Executive Committee.

Professor Sproatt described his proposal as a starting point for discussion concerning the organization of the System Tenure and Promotion Committee and the procedures it follows. He stated that he had no illusions that the document would be approved as presently written. He approached the subject in this manner because 1) as a faculty organization, the Senate is responsible for academic programs and the tenure and promotion of persons teaching in them, and 2) University Campuses Faculty have been encouraged by the administration and the Legal Department to examine the tenure and promotion issue. The proposal attempts to address matters discussed earlier by Paul Ward (System Legal Department) and representatives of the University Campuses. Professor Sproatt volunteered to answer any questions on his proposal and he reminded the body

that it would be turned over to the Rights and Responsibilities Committee for further consideration. He encouraged senators to obtain suggestions from faculty on their local campuses.

The Chair reiterated that the proposal had been introduced for discussion and explanation only, and that the Rights and Responsibilities Committee would finalize it and present it for a vote at the April 24 meeting in Beaufort. He announced that the issue would be placed on the agenda for that meeting and that the proposal, having been introduced at today's assembly, could be given final consideration by the Senate in April if two-thirds of the voting membership so desired. Chairman Powers then opened the floor for questions and comments.

Charles Walker (Union) commented on the limitations the proposal would place on voting. He said the chairperson of the System Tenure and Promotion Committee has the power to determine who will vote on what. Professor Sproatt responded that he assumed the chairperson would not have the power to grant authority to committee members not given them by The University Campuses Faculty Manual. Vice Chairman Willis asked whether the problem was with the words "will vote." If so, he wondered about the possibility of abstention. The Chair replied that according to practice, abstentions are considered votes. Professor Sproatt mentioned that Mr. Ward had stated there might be a problem with 1) faculty members voting on promotion to a higher rank than they, themselves hold, and 2) non-tenured persons voting on tenure decisions. A "double jeopardy" problem could also arise if the same individual is involved in the tenure and promotion review process at two different levels.

The Chairman invited additional questions or comments. Professor Gardner responded, referring to the recommendations on page two regarding the information that is to be communicated to each candidate after the review of his/her file. The Associate Vice President suggested that the Rights and Responsibilities Committee seek an opinion on that matter from the USC Legal Office before taking further action. He said with regard to promotion and tenure, everyone has an interest in things which occur anywhere in the University System. In the central administration, there is growing concern about maintaining some form of consistency while allowing for some unique differences. Professor Gardner said he feels certain that the University would want to carefully examine the amount and type of information released in writing to candidates. He mentioned the desire of the University to insure that promotion and tenure is primarily a faculty matter, to see that there is adequate input into the process and that due process requirements are satisfied, and to avoid legal action. Professor Gardner expressed some doubt that those interests were compatible with items two and three in the proposal. Representative Sproatt said that Mr. Ward has noted the need to communicate to unsuccessful candidates the reasons for the Committee's disapproval of their applications for tenure or promotion. The Immediate Past Chair stated that one problem is those individuals do not know why they are turned down, and he expressed hope that the proposal finally adopted by the Senate will provide for a mechanism allowing that kind of feedback. He then commented on his rationale for recommending that unsuccessful candidates be notified of the Committee's vote count. Some local committees provide such information, and a knowledge of the count and specific weaknesses in the file may help a candidate decide whether to appeal.

Professor Willis observed that it appears individuals denied tenure or promotion would have a legitimate complaint whether they were informed of the reasons for the denial or not. Associate Vice President Gardner said that the System officers had not discussed the matter as a group for more than a year, and he was sure that they would be reluctant to venture much further without professional counsel. He mentioned that both he and Dr. Duffy have encouraged the Executive Committee to look at promotion and tenure procedures. The Associate Vice President commended Professor Sproatt for "sticking his neck out" and offering the proposal and he added that "nothing is more vital to our welfare" than the tenure and promotion question. He and the Vice President feel that some aspects of the current procedure were appropriate when we were "two-year campuses" with few tenured faculty and no associate or full professors, but "we've evolved a long way from that." Professor Gardner returned to Vice Chairman Willis' question, responding that he did not know the answer—he would have to seek counsel on it, and he suggested that the faculty might want to do the same.

Wayne Thurman (Lancaster) observed that the proposal did not address the eligibility of tenured assistant professors to participate in the discussion of candidates applying for promotion to associate and full professor. Representative Sproatt replied that according to his view, all members of the Committee would be able to vote on tenure decisions, but assistant professors would be ineligible to vote on promotion to associate and full professor. Senator Thurman asked what would be done if the chairman of the Committee were an assistant professor. Professor Sproatt acknowledged that was a good point which might need to be addressed.

Robert Castleberry (Sumter) wondered about the rationale for excluding an individual from serving on the System Tenure and Promotion Committee for more than three consecutive years. Professor Sproatt answered that provision was already in The University Campuses Faculty Manual. Representative Castleberry followed with the observation that in recommending that all faculty teaching less than twelve hours be excluded from serving on the Committee, the proposal could be excluding some members of local faculty organizations. Professor Sproatt replied that his intent was that the membership criteria for the Committee be drawn up by full-time teaching faculty (i.e., faculty whose primary responsibility is classroom teaching) and then voted on by all members of the faculty organization, including those who teach very few hours. Linda Allman (Lifelong Learning) stated that she was a faculty member who does not teach courses. Professor Sproatt mentioned that the Committee is primarily set up to evaluate people whose most important responsibility is teaching, but he added that a set of criteria for evaluating librarians has now been established.

Chairman Powers called for a brief recess in view of the time and the heat.

When the discussion resumed, Representative Castleberry referred to the paragraph in the proposal which states that while all applications for tenure and promotion are to go through the System Tenure and Promotion Committee, that body will normally recommend for promotion only those individuals who are engaged in teaching. He understood that to indicate that the Committee would not consider the promotion of administrators and librarians who do not teach. Professor Sproatt replied that he had relied on The University Campuses Faculty Manual for guidance on that matter. It was his understanding that librarians have been specifically included under the definition of "faculty," a point confirmed by the Associate Vice President.

Senator Thurman recommended that the proposal be modified to stipulate that 1) associate professors are not allowed to vote on promotion to full professor and 2) if there are not at least three members eligible to vote on the promotion of a candidate, the entire Committee shall vote. Professor Sproatt said it had also been pointed out that it would be advantageous to have only associate or full professors on the Committee, because they would be eligible to vote on everything. His interest was to insure that a sufficient number of associate professors would be elected to the Committee. He stressed that he was not attempting to lay down all the rules--that is for the Senate to do, and he suggested that the issue of voting eligibility and other matters thusfar discussed be taken up by the Rights and Responsibilities Committee. Jimmie Nunnery (Lancaster) commented on the value of considering Professor Sproatt's proposal before sending it to the Rights and Responsibilities Committee, and he encouraged additional discussion.

The Chair reminded the senators that the present discussion was only a beginning, and he urged them to circulate the proposal on their local campus and submit suggestions to members of the Rights and Responsibilities Committee. He stressed the importance of systemwide faculty involvement.

Vice Chairman Wills noted the omission of commas on page three of the document, which completely alters the meaning of a sentence. Commas should be inserted on the second line from the top, before "pending" and after "appeals."

Dr. Duffy asked why the proposal requires the System Tenure and Promotion Committee to send copies of letters of denial to members of the Board of Trustees. He is unaware of a precedent for such action, and he mentioned that Board members eventually receive the candidates' files anyhow. Professor Sproatt said that he was attempting to deal with the double jeopardy problem and to strive for consistency. The Vice President stated that he forwards to the President the Committee vote and a recommendation on each candidate from his Office, but he has no communication with the Board. He added that if Board members received letters of denial from the Committee, they would not know what they are seeing. There must be a compelling reason for sending them such things. Professor Sproatt wanted it understood that this provision of his proposal was not intended to exclude anyone from the review process.

Senator Walker commented on the idea of taping sessions of the System Tenure and Promotion Committee, saying that he had never heard of such meetings being taped and transcribed and he hoped that they never would be. Professor Sproatt responded that his intent was not to have sessions recorded, and added that a letter communicating to the candidates the reasons for the denial of their application may constitute sufficient notes on the Committee's proceedings. He had understood Paul Ward to say that an individual would have reason to file a grievance if there is no record concerning his/her particular case, and he thinks that faculty would like to be notified of the reasons for the Committee's actions.

There being no further discussion, the Chair remanded the tenure and promotion proposal to the Rights and Responsibilities Committee. He asked if there were any questions or comments about the Executive Committee report. Harold Sears returned to the Secretary's reference to reports describing the progress of University Campuses students once they move to the Columbia Campus. He said he

views this as a very valuable tool in helping to measure outcomes of our efforts on the University Campuses, and an important component under the new SACS requirements. Professor Sears wondered if it would be possible to expand the procedure to include Four-Year Campuses. Dr. Duffy responded that data on students moving to those campuses could also be made available.

VI. Reports of Special Committees

A. University Library Committee - Professor Sherre Dryden (Salkehatchie)

The Secretary delivered Professor Dryden's report, which reads as follows:

The Library Committee met 2 December 1986. Discussion concerned the status of the library budget. Members of the Committee felt that a request would be made by members of the USC Faculty Senate for information regarding the Library's budget, and the Committee unanimously agreed that if such a request was made a report would be prepared.

Also discussed was the Report of the Committee for an on-line catalog for the Nine-Campus System. The Committee was informed that the S.C. Commission on Higher Education advised the University to provide funds for the project from its own budget rather than seek special funding from the State.

The Library Committee also met 14 January 1987. Ms. Dryden was not present, so the report is taken from the Committee minutes. The Committee discussed the draft of the Report to the Faculty Senate on the current status of the library budget (Attachment 5), which was requested by the Senate as anticipated. The report was unanimously approved.

When the report was discussed at the February USC Faculty Senate meeting a motion was passed to request that the University Administration respond to the report at the next Senate meeting.

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

Professor Castleberry reported that the Committee had met several times since the last Senate meeting. The group approved PSYC 308, Psychology of Sports, and a separate lab for BIOL 360. At subsequent meetings the core curriculum, passed by the Columbia Faculty Senate in May of last year, was discussed. That core includes the following:

- 1) Six credits of English at the 101 and 102 level (students exempting any of these must take higher level English courses to fulfill the six-hour requirement)
- 2) Six credits of mathematics by one of the following routes:
 - A) MATH 122 or 141 plus PHIL 110 or 111, a higher mathematics course, a computer science course, or a course in statistics, or

- B) Two courses, chosen from philosophy (110 and 111), computer science, or statistics
- 3) Twelve credits from the humanities, to include one history course and one from fine arts.
- 4) Seven credits of science with at least one lab.
- 5) Foreign language credits equivalent to two years of high school coursework.

The Committee agreed that the core curriculum should take effect in the fall of 1988, but changes in foreign languages, mathematics, history, and fine arts requirements are under discussion. With the new curriculum, the generation and use of placement tests in English, mathematics, and foreign languages was deemed essential. The next meeting of the Committee is scheduled for February 18. Professor Castleberry mentioned that the Committee makes recommendations which must then be acted upon by the Columbia Faculty Senate.

Professor Gardner reminded the body that when the core curriculum was under consideration, the University Campuses representative to the Courses and Curriculum Committee fought valiantly to have our point of view considered by persons in Columbia. A considerable effort was made to obtain input from the Academic Deans for her, because the proposed core curriculum promises to have a major impact on what we do on the University Campuses. For instance, if the foreign language competency requirement is instituted, the ability of University Campuses to deliver foreign language instruction must be examined. The same is true of lab sciences and perhaps history. The Associate Vice President urged that Professor Castleberry inform him or the Academic Deans of proposed curriculum changes, because the Deans' input is needed. Representative Castleberry voiced agreement with Professor Gardner about the foreign language situation. He said the Department of Foreign Languages has been good about initiating a systemwide meeting to discuss that issue, and his understanding was that nearly all University Campuses are represented in that effort. Professor Gardner again mentioned the importance of notifying the Academic Deans about proposed changes, since they are responsible for finding the resources to meet curriculum demands.

Professor Sproatt stated that the core curriculum also provides an opportunity for reexamining the University Campuses relationship with both Columbia and Four-Year Campuses. He commented that a number of students at USC-Beaufort are transferring to Aiken, and he mentioned the possibility that those not transferring to Columbia may not be obliged to meet the core curriculum requirements. A knowledge of where University Campuses students transfer could indicate how critical the core curriculum might be to us.

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

Professor Currence reported that the Committee had met twice since the last meeting of the Senate. The discussions focused on faculty salaries and benefits. Faculty members are greatly concerned about how annual budget cuts will affect them in the long run. The implementation of

salary increases was the subject of much discussion. One system was examined which called for the division of each rank into various levels. Satisfactory performance would allow an individual to move upward one level each year within his/her rank, and each level increase would be accompanied by a higher salary. No recommendations were made by the Committee.

Professor Gardner asked how the specificity of faculty salary data provided to the Faculty Welfare Committee in Columbia compares with the information supplied by Dr. Duffy's Office to the University Campuses Faculty Senate. Representative Currence replied that the Columbia Committee was receiving nothing in the way of specific salary data. He added that other Committee members were not particularly concerned with information about the University Campuses--they seemed to feel that if they obtain salary increases we will also receive them. The Chair inquired whether the University Campuses Welfare Committee is aware of what the University Faculty Welfare Committee is doing. Professor Curlovic responded negatively. Chairman Powers stated that it might be a good idea for the University Campuses Welfare Committee to seek the assistance of Professor Currence.

D. Academic Planning Committee - Professor Bob Group (Salkehatchie)

Marion Preacher (Salkehatchie) delivered the following report from Professor Group:

The Academic Planning Committee met on Tuesday, January 20, to discuss issues concerning intercampus cooperation. Each member was asked to review a report on the University of South Carolina's System recently prepared for the President by the System Review Panel. This report will be the main topic of discussion at our next meeting, on Tuesday, February 17.

Professor Gardner said there was a comment on the work of the Academic Planning Committee included in his report to the Senate (Attachment 2). He and Dr. Duffy have been meeting with the Committee, which is interested in such things as the movement of students between and among campuses and the quality of communication between faculty on the various campuses.

Senator Preacher asked the Associate Vice President whether the Academic Planning Committee plays a role in getting meetings for various departments. Professor Gardner responded that they can. He and Vice President Duffy suggested to the Committee the idea of recommending that all departments seriously consider holding systemwide meetings. The Associate Vice President reported that the chair of the Committee was "very excited" about that. Senator Preacher said that her Department (Sociology) has not yet met this year, and she has not heard anything from them. Professor Gardner stated that the Office of the System Vice President is currently working with a number of departments--biology, chemistry, foreign languages, psychology, history, etc.--to bring about these kinds of meetings, and he expressed optimism concerning the possibility of increasing the number of such systemwide gatherings.

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

The Secretary gave Professor Cordray's report.

At its November 14 meeting, the Academic Affairs/Faculty Liaison Committee elected Alberta Grime, Chairperson, approved changes in the USC Columbia Faculty Manual (which were subsequently approved by the Board of Trustees at large), and discussed other matters of a confidential nature.

The Committee met again on February 12. The administrative responses to the Lightsey Commission recommendations were discussed at length, and the Committee moved to adopt all of the responses as written, with one word change of little effect. Recommendation Six, in which the Lightsey Commission recommended that the University Campuses remain two-year centers with BAIS access only, was denied. President Holderman argued that this Recommendation would be detrimental to the University Campuses growth objectives and should not be approved. The Committee then adopted the administrative responses to the Lightsey Commission recommendations. These responses, and all others, were upheld by the full Board in the afternoon session. Two important conclusions are that 1) Recommendation Six is dead, and 2) a systemwide curriculum committee will be established to consider academic matters on a systemwide basis. This committee, as of now, will be advisory because of a question regarding authority over the curricula of the University Campuses. Proposals for an Economic Enterprise Institute and a Regional Science Education Center at USC-Aiken were approved by the Committee and later by the full Board. The Committee also awarded two appointments with tenure at the USC School of Medicine.

Copies of the abovementioned proposals and administrative responses to the Lightsey Commission recommendations are available upon request.

Chairman Powers wondered whether the curriculum committee mentioned in the report was the same one that President Holderman spoke about at the Senate meeting last September, and he invited senators to look back over the minutes of that meeting for information.

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

Professor Carraway had no report.

Senator Nunnery asked if the Research and Productive Scholarship Committee ever meets. Professor Logue responded that members of the Committee receive and read proposals which they consider at an annual meeting.

G. System Committee - Professor Tom Powers (Sumter)

The Chairman reported as follows:

The System Committee met on February 4, 1987, on the campus of USC-Columbia. After briefly noting commencement plans, President Holderman informed the Committee that the House Ways and Means

Committee had before it a budget proposal which would fund the University System at only 86% of the formula, leaving the System \$11,000,000 short of formula-based requirements. A shortfall of this magnitude could hardly avoid affecting all levels and all aspects of the University, to include academic programs and personnel. The President found this cut particularly hard to understand in light of the University's public commitment not to raise tuition next year. Given that commitment, the funding decrease will cut even deeper than otherwise it might. Deeming the predicament posed by this action "the worst we've ever been in, without question," he urged Deans and Chancellors to contact legislators from their areas and seek to have funding for higher education increased.

On that bleak note, the meeting adjourned.

The Chair asked if there were other reports of any kind not on the agenda which the body should hear. Dr. Duffy mentioned that he represented the University Campuses on a committee established by the Provost. This small group, chaired by Joe Harm, the Vice Chancellor at USC-Aiken, is beginning to look at the 1981 self-study. At some point, campuses will be contacted in order to involve additional individuals in the effort. He feels at least one resource person on each campus has been identified. The Vice President will report further on the Committee's work at a later date.

VII. Unfinished Business

There was no unfinished business.

VIII. New Business

No new business was reported.

IX. Announcements

The Chair reminded members of the body to provide the Secretary with written copies of motions and reports, and Executive Committee members were reminded to submit a list of senators from their campus who are present at today's meeting. He announced that a reception would follow the adjournment of the meeting, and he recognized Vince Halter for his role in making the day's activities a success. Professor Logue issued a reminder to Rights and Responsibilities Committee members that they are to assemble on Thursday, April 23, in Beaufort. Vice Chairman Willis announced that the Nominating Committee will meet on Friday, March 6, at noon in Conference Room B of the Faculty House.

X. Adjournment

Chairman Powers entertained a motion to adjourn. The motion was made and seconded and the meeting was adjourned.

ATTENDANCE, FEBRUARY 13, 1987

BEAUFORT

Present
Rick Boulware R&R
David McCollum IUSC
Rod Sproatt Executive
Absent
Somers Miller Welfare
Jane Upshaw substituted for Senator Miller

LANCASTER

Present
Wade Chittam Executive
Deborah Cureton IUSC
Jerry Currence R&R
Shari Lohela IUSC (Chair)
Jimmie Nunnery R&R
Absent
Mark McLean Welfare
Darlene McManus Welfare
Wayne Thurman substituted for Senator McManus

LIFELONG LEARNING

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

SALKEHATCHIE

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

SUMTER

Present
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

Present
Mary Barton Welfare
Julie Fielder IUSC
Charles Walker R&R
Tandy Willis Executive
Harold Sears ex officio

REPORT OF THE SYSTEM VICE PRESIDENT
FOR UNIVERSITY CAMPUSES AND CONTINUING EDUCATION
FOR
UNIVERSITY CAMPUSES FACULTY SENATE MEETING
Sumter, SC
February 13, 1987

Budget

I want to call your attention to the status of the budget. We have already absorbed the 2.6% reduction in this year's budget. It appears at this point that there will not be a further reduction in this fiscal year. However, we are starting the budget process for next fiscal year at a relatively low percentage of formula funding. The current funding level is 86.17% of formula. This means that System has a \$22,500,000 appropriation shortfall in terms of the formula. I will distribute a sheet to you which will give you some indication of the effect of this on your campus and the other campuses. I am also distributing a sheet which will give you a brief history of the state revenue shortfalls over the past few years.

Discretionary Funds

As we meet, the final chapter in the discretionary fund and the freedom of information act should be resolved. The University's disclosure of the President's discretionary fund was scheduled to be completed yesterday.

SAT Reports

The Faculty Senate request for separate SAT reports for each campus has been addressed and the Educational Testing Service has agreed to comply with our request.

Employment of TEC Personnel

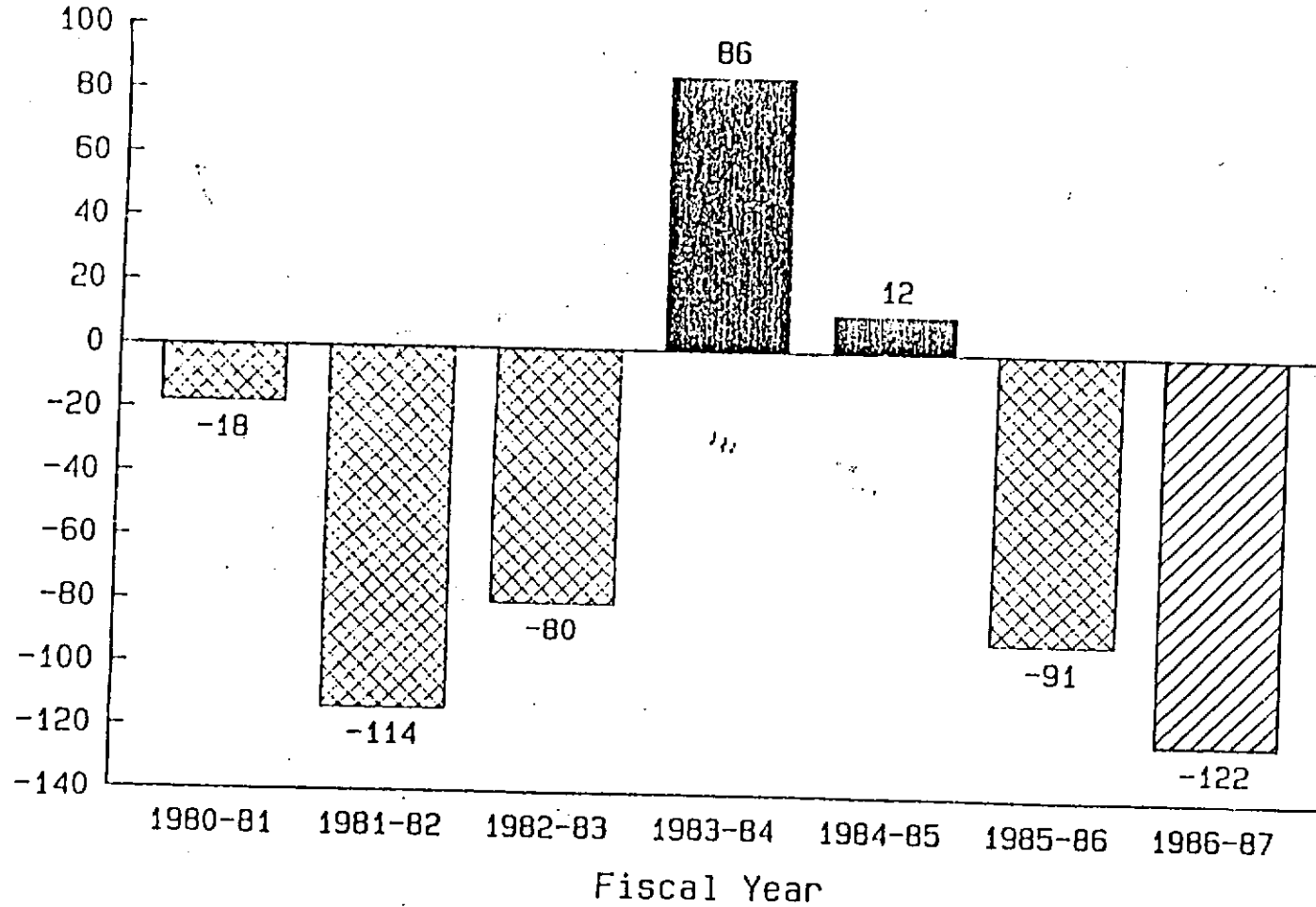
The System Legal Office has questioned the legality of the recommendation of barring employment to qualified individuals from any other agency.

Salary Data

The annual salary data has been provided to Professor Curlovic's committee. I want to congratulate Dr. Baker on the fact that he was able to secure this in a most timely fashion. The date upon which we submitted it, December 12, is the earliest date that it has ever been submitted.

Revenues Authorized in Appropriations Act Versus Revenues Collected

Millions of Dollars



1986-87 is projected

REPORT OF THE ASSOCIATE VICE PRESIDENT
FOR UNIVERSITY CAMPUSES AND CONTINUING EDUCATION
FOR
UNIVERSITY CAMPUSES FACULTY SENATE MEETING
Sumter, SC
February 13, 1987

Spring 1987 Enrollments

	<u>Fall 1986</u>		<u>Spring 1987</u>		<u>% Change</u>	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Beaufort	711	409	723	400	+1.7	-2.2
Lancaster	970	573	780	555	-19.6	-3.1
Salkehatchie	427	291	418	278	-2.1	-4.5
Sumter	1265	850	1081	755	-14.5	-11.2
Union	319	209	286	181	-10.3	-13.4
Ft. Jackson	121*	155	112**	158	-7.4	-1.9

*Fall I only

**Spring I only

	<u>Spring 1986</u>		<u>Spring to Spring % Change</u>	
	Headcount	FTE	Headcount	FTE
Beaufort	687	358	+5.2	+11.7
Lancaster	576	443	+35.4	+25.3
Salkehatchie	471	313	-11.2	-11.2
Sumter	1149	781	-5.9	-3.3
Union	249	161	+14.8	+12.4
Ft. Jackson	139*	161	-19.4	-1.9

*Spring I only

Study by the Academic Planning Committee

The Academic Planning Committee, which is a System committee on which we are represented by Professor Robert Group of USC-Salkehatchie, has been considering a number of topics that are of interest potentially to University Campuses faculty. The Committee is under the leadership this year of Professor John Bryan of the USC-Columbia Department of Art and Professor Bryan has persuaded the Committee to take a look at such questions as how can the quality of communication and relationships between and among the faculty of the various campuses be enhanced? The Committee has also decided to look at such questions as the various campus admissions policies, System student movement policies, and other pertinent System academic matters. Associate Vice President Gardner met

with the Committee late in the fall semester as he did again along with the Vice President in January. The Committee has asked the Office of the System Vice President to undertake a review of the System Review Panel, chaired by former Associate Vice President Robert Alexander in the 1981-82 academic year. This Office has submitted a written report to this Committee detailing which of the recommendations of the previous review panel have/have not been implemented. The Committee meets again on February 17 and we will keep the Senate informed of its work.

Faculty Exchange Program

This year, there were a total of 30 proposals submitted for consideration from nine campuses. Of these, two were from USC-Beaufort, five from USC-Lancaster, one from USC-Salkehatchie, three from USC-Sumter, and two from USC-Union. All proposals from University Campuses faculty received at least some measure of financial support to the fullest extent possible given the budget available for the entire System program. We commend you for your strong support of this program and wish only that we had even more resources to provide even more generous financial support.

Family Fund

The 1986-87 Family Fund drive is now complete. The following campuses met or exceeded their goals: USC-Beaufort, USC-Lancaster, USC-Sumter, USC-Union. If you have specific questions regarding total contributions as a function of individual unit goals, this information can be supplied verbally when this report is discussed. A number of our faculty contributions were exceptionally generous and we appreciate what you've done to support the Family Fund in the name of our greater University.

Regular Meetings of the Academic Deans and Student Affairs Deans

This is to remind you that the Academic Deans for our five University Campuses, as well as Telecommunications Instruction, and Ft. Jackson, have regular meetings; our Student Affairs Deans also have regular meetings. These have proved to be very interesting and productive forums for discussion. If you have any concerns that you would like brought to the attention of these groups, please let me know.

Freshman Year Experience Conference

The University just hosted for the first time the Freshman Year Experience Conference - West in Irvine, CA, which was attended by 570 individuals from 185 institutions. To understate the matter, your Associate Vice President was gratified by that kind of response. If any of our faculty have an interest in attending the FYE - East meeting, February 22-25, it is not too late.

Lifelong Learning Faculty Inquiry Regarding Grievance Procedures

Lifelong Learning unit faculty have made an inquiry to the System Legal Office as to whether or not it would be the interpretation of that Office that each campus/unit have a local grievance committee. The Legal Office has consulted the Office of the System Vice President about this matter and a response will be forthcoming shortly from the Legal Office.



UNIVERSITY OF SOUTH CAROLINA

COLUMBIA, S. C. 29208

OFFICE OF THE SYSTEM VICE PRESIDENT
for University Campuses and
Continuing Education

(803) 777-7695

TO: Professor D.S. Curlovic,
USC-Sumter

FROM: Milton S. Baker *MSB*

DATE: 12 December 1986

SUBJECT: 1986-87

Average full-time, nine-month salaries, in thousands of dollars, by academic rank for the current and four prior years.

	<u>Professor</u>	<u>Assoc. Prof.</u>	<u>Asst. Prof.</u>	<u>Instructor</u>
1982-83	---	21.2	17.9	16.9
1983-84	26.2	22.4	18.9	16.9
1984-85	29.0	25.0	21.0	19.2
1985-86	30.9	26.5	23.0	21.0
1986-87	31.9	27.8	24.4	22.4

MSB/bp

pc Dr. Duffy
Professor Gardner
Deans of the University Campuses

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

REPORT #1 DECEMBER 12, 1986

YEAR	RANK	LOW	HIGH	AVG
59	ASSISTANT	----	----	----
65	ASSISTANT ASSOCIATE	----	----	----
66	ASSOCIATE PROFESSOR	----	----	----
68	ASSOCIATE PROFESSOR	----	----	----
69	ASSISTANT ASSOCIATE	----	----	25.4
70	ASSISTANT ASSOCIATE	----	----	25.7
71	ASSISTANT ASSOCIATE PROFESSOR	----	----	27.2 32.3
72	ASSOCIATE PROFESSOR	27.1 -----	31.0 -----	28.9 ----
73	ASSOCIATE PROFESSOR	26.4 -----	33.6 -----	28.8 ----
74	ASSISTANT ASSOCIATE PROFESSOR	----	30.9 -----	27.8 29.3
75	ASSOCIATE	----	----	27.2
76	ASSISTANT ASSOCIATE	----	----	26.2

77	ASSISTANT ASSOCIATE	----	----	----	30.5
78	ASSISTANT ASSOCIATE	21.4	28.6	24.7	25.8
79	ASSISTANT ASSOCIATE	25.5	30.8	28.7	
80	ASSISTANT ASSOCIATE	----	----	----	26.8
81	ASSOCIATE	----	----	27.2	
82	ASSISTANT	----	----	22.0	
83	ASSISTANT ASSOCIATE	21.2	25.7	23.9	----
84	INSTRUCTOR ASSISTANT	----	----	22.4	24.6
85	INSTRUCTOR ASSISTANT	22.0	27.0	23.2	24.1
86	INSTRUCTOR ASSISTANT	----	----	21.2	25.8

PREPARED BY THE SYSTEM OFFICE OF PERSONNEL SERVICES
12/12/86

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

REPORT #2 DECEMBER 12, 1986

RANK	LOW	HIGH	AVG
INSTRUCTOR	20.5	26.3	22.4
ASSISTANT	20.4	30.7	24.4
ASSOCIATE	21.4	33.6	27.8
PROFESSOR	29.1	33.9	31.9

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12/12/86

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

REPORT #3 DECEMBER 12, 1986

DEGREE	LOW	HIGH	AVG
MA	21.0	32.0	25.7
MA+30	21.4	33.6	25.8
PH.D	20.4	33.9	27.8

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12/12/86

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

REPORT #4 DECEMBER 12, 1986

YEARS AT USC	LOW	HIGH	AVG
1	21.6	27.0	23.8
2	20.5	24.9	23.5
3	21.2	32.0	25.5
4	----	----	22.0
5	----	----	27.2
6	----	----	25.7
7	24.2	30.8	28.1
8	21.4	28.6	25.5
9	27.0	33.2	30.6
10	25.3	26.8	26.0
11	----	----	27.2
12	24.6	30.9	27.8
13	26.4	33.9	29.4
14	27.1	33.4	29.8
15	22.5	32.9	28.1
16	----	----	26.3
17	----	----	24.4
18	----	----	29.9
20	----	----	30.6
21	----	----	25.4
27	----	----	----

UNIVERSITY CAMPUSES
 FACULTY SALARY DATA BY TEACHING EXPERIENCE IN HIGHER EDUC
 FULL-TIME / NINE MONTH EQUIVALENT SALARY

REPORT #5 DECEMBER 12, 1986

YEARS IN H EDUC	LOW	HIGH	AVG
1	----	----	21.8
2	----	----	24.6
3	20.5	24.6	23.0
4	----	----	----
5	----	----	25.1
6	22.0	25.7	23.9
7	22.5	27.3	24.3
8	25.0	27.2	26.4
9	21.2	30.6	24.8
10	----	----	25.3
11	----	----	31.6
12	----	----	26.6
13	21.0	33.9	26.8
14	24.6	32.0	27.8
15	20.4	29.7	25.6
16	24.9	31.8	27.0
17	26.6	30.8	28.5
18	----	----	28.6
19	26.4	33.6	29.8
20	----	----	27.0

21		----		----		28.4	
22		28.2		31.0		29.5	
23		22.2		33.4		26.6	
24		----		----		----	
25		----		----		25.2	
27		----		----		----	
28		----		----		28.8	

PREPARED BY THE SYSTEM OFFICE OF PERSONNEL SERVICES
12/12/86

UNIVERSITY CAMPUSES
 FACULTY SALARY DATA BY TEACHING EXPERIENCE IN HIGHER EDUC.
 AND ACADEMIC DEGREE
 FULL-TIME / NINE MONTH EQUIVALENT SALARY

REPORT #6 DECEMBER 12, 1986

YEARS H EDUC	MA			MA+30			PH.D		
	LOW	HIGH	AVG	LOW	HIGH	AVG	LOW	HIGH	AVG
1			21.8						
2									24.6
3									
4									
5									
6									24.0
7			23.6						24.9
8									26.2
9			26.4			24.1			
10									
11									31.6
12									
13			23.1			26.0	25.5	33.9	28.7
14			27.4			25.7	26.5	32.0	28.8
15							20.4	29.7	26.0
16	24.9	31.8	27.1			26.8			
17							27.0	30.8	29.0
18						26.5			
19			27.3						30.2

20				
21				
22				30.0
23		23.4		29.8
24				
25				
27				
28				

PREPARED BY THE SYSTEM OFFICE OF PERSONNEL SERVICES
12/12/86

UNIVERSITY CAMPUSES
 FACULTY SALARY DATA BY RANK WITHIN ACADEMIC CATEGORIES
 FULL-TIME / NINE MONTH EQUIVALENT SALARY

REPORT #7 DECEMBER 12, 1986

AREA	INSTRUCTOR			ASSISTANT			ASSOCIATE			PROFESSOR		
	LOW	HIGH	AVG	LOW	HIGH	AVG	LOW	HIGH	AVG	LOW	HIGH	AVG
HUMN- ITIES	21.0	26.3	22.7	20.4	25.7	23.9	21.4	33.6	27.9	29.1	32.9	31.2
BUSI- NESS	----	----	----	22.0	30.6	25.1	24.9	32.0	28.1	----	----	----
NATRL SCI	----	----	----	22.0	27.0	23.8	25.5	31.0	27.9	----	----	33.6
MATH	----	----	20.9	----	----	25.2	23.8	30.9	27.0	----	----	----

PREPARED BY THE SYSTEM OFFICE OF PERSONNEL SERVICES
 12/12/86

UNIVERSITY CAMPUSES
 FACULTY SALARY DATA GROUPED BY TEACHING EXPERIENCE
 AND ACADEMIC DEGREE CATEGORIES
 FULL-TIME / NINE MONTH EQUIVALENT SALARY

REPORT #8 DECEMBER 12, 1986

```

***** MA *****
=====
YEARS IN H EDUC |   LOW   |   HIGH   |   AVG
=====
    1-7          |  21.6   |  27.4   |  23.2
-----
    8-9          |  21.4   |  30.6   |  26.5
-----
   10-14        |  21.0   |  29.8   |  25.6
-----
    15          |  24.5   |  31.8   |  27.1
-----
   19-22        |  26.4   |  29.2   |  27.8
-----
   23-28        |  22.3   |  32.0   |  25.5
=====
  
```

```

***** MA+30 *****
=====
YEARS IN H EDUC |   LOW   |   HIGH   |   AVG
=====
    3-9          |  21.4   |  24.6   |  23.5
-----
   12-15        |  23.6   |  26.9   |  25.3
-----
   16-21        |  22.5   |  33.6   |  27.8
=====
  
```

***** PH.D *****			
YEARS IN H EDUC	LOW	HIGH	AVG
2-6	22.0	28.8	24.9
7-9	21.2	27.3	24.9
10-12	25.3	33.2	29.9
13	25.8	33.9	28.7
14	26.5	32.0	28.8
15	20.4	29.7	26.0
17	27.0	30.8	29.0
18-19	27.1	32.9	30.8
20-22	26.8	31.0	29.2
23-27	26.3	33.4	29.1

PREPARED BY THE SYSTEM OFFICE OF PERSONNEL SERVICES
12/12/86

Proposal for New Tenure and Promotion Committee
Organization and Procedures

This proposal would replace the sections in the University Campuses Faculty Manual on pages 22 and 23 under the section heading of "University Campuses Tenure and Promotion Committee".

Organization. Each campus will elect both of its representatives to this committee in October of each academic year. No one who participates in the administrative review of a candidate or who is not identified as a full-time faculty member according to the criteria set by the faculty members of the University Campuses who teach 12 or more hours per semester, shall be elected to this committee.

Atleast one member of the committee from each campus shall be at the associate or full professor level.

All members of the committee must be tenured.

Any vacancy shall be filled in the same manner that the original member was chosen.

No person shall serve as a committee member for longer than three consecutive years.

No faculty member may serve on the committee during the year in which his/her case receives active consideration.

All applications for tenure and/or promotion in academic rank should be submitted to the University Campuses Tenure and Promotion Committee. This committee will not normally recommend promotion for anyone who is not currently engaged in teaching.

Procedures. The committee shall review the Tenure and Promotion Files of applicants during January. Each file will be kept in the Office of the System Vice President for University Campuses and Continuing Education and will be used as the primary source for evaluating faculty tenure and promotion.

All members of the committee will vote on tenure decisions.

Decisions involving promotion will be voted upon according to the following hierarchy:

1. Assistant professors will vote on promotion decisions to the assistant professor level.
2. Associate and Full professors will vote on all promotion decisions.

The committee will elect a chairman to preside over the committee

and communicate the results of each decision with the appropriate recommendation to the Office of the Vice President for University Campuses and Continuing Education, the Provost, the President of the University, and the Board of Trustees by February 15.

The committee will elect a secretary who will record the minutes of each meeting and the vote count for each decision.

After the discussion of each case, the committee members shall vote by secret ballot on tenure and promotion as separate issues. The vote of "Yes", "No", or "Abstain" indicating:

1. Recommended for promotion
2. Recommended for tenure
3. Not recommended for promotion at this time
4. Not recommended for tenure at this time
5. Not recommended for tenure (this category is reserved for cases where the faculty member has served the maximum probation period in any rank)

For candidates receiving a vote to recommend by the committee, the secretary of the committee will have prepared a letter including the following:

"The University Campuses Tenure and Promotion Committee met on date and recommends name of candidate for position or tenure."

If the vote is unanimous the wording of the recommendation will include the following:

"The University Campuses Tenure and Promotion Committee met on date and unanimously recommends name of candidate for position or tenure."

Each letter will be signed by the Chairman and the Secretary of the committee and each candidate will be notified of the committee's decision by the end of February.

For candidates receiving a vote by the committee not to recommend, the secretary will have prepared a letter for the candidate including the following:

1. The vote count of the committee.
2. Identified areas of weakness in the candidate's file that led to a vote not to recommend.
 - a. The committee will vote on the specific statements of identified weakness to be included in the letter to the candidate.
3. The date of the meeting and the academic year for which the committee was constituted.
4. In addition to the letter to be sent to the candidate, a letter will be sent to administrative officers and the Board of Trustees which will read as follows:

"The University Campuses Tenure and Promotion Committee met on date and does not recommend name of candidate for position or tenure."

Each letter will be signed by the Chairman and Secretary of the committee, and, pending appeals, will be sent to administrative officers and the Board of Trustees.

Minutes of all tenure and promotion proceedings will be saved for purposes of reviewing appeals or grievances. Once the time for such actions has been expired, all minutes of the meeting(s) will be destroyed. Except to identify who has been elected to the positions of Chairman and Secretary, no names will be attributed to committee members for statements they make during the discussion of candidate applications. Meeting(s) minutes will be available for appeals and grievance procedures only and are not for general reading.

Votes on all questions will pass by simple majority.

Any applicant dissatisfied with the recommendation of the committee may appeal in writing to the committee, through the committee chairman, within two weeks of the receipt of his/her notification.

The System Vice President for University Campuses and Continuing Education shall transmit the files with his/her recommendations to the President by March 31. Applicants who are denied promotion and/or tenure during the administrative review by the System Vice President for University Campuses and Continuing Education, the Provost, the President, and the Board of Trustees may appeal through channels to the appropriate reviewing authority up to and including the Board of Trustees.

The Status of the Libraries
A Report of the Library Advisory Committee

The Library Committee has been asked to report on the current status of the Library. While the library statistics in this report involve all of the libraries on the Columbia Campus, the general remarks will exclude Law and Medicine.

The Committee feels that USC is fortunate to have some of the finest physical facilities in the country to house and service its library collections. The library staff is outstanding in its expertise and in its service to the University community. USC has one of the smallest staff ratios of any research library in the country; yet it continually provides top quality service for extended hours. The library has only one more staff member paid from university funds than it did in 1973, while during this period library usage has grown ten-fold. The University Administration has been very supportive in helping the Library recruit and retain a strong staff by providing a competitive salary schedule.

Two areas are of special concern, collections and computerization. Problems with funding have had a negative effect in both areas. USC's libraries are indeed "falling behind" when measured by the slowness of advancement in collection development. The libraries are also "falling behind" in providing modern computer services. The remainder of this report addresses these two areas.

Library Collections

The University of South Carolina at Columbia became a member of the Association of Research Libraries in 1975 after working for a number of years to meet the strict criteria for membership in this prestigious group. This organization is made up of the 106 largest academic libraries in the U.S. and

Canada. USC is the only member from South Carolina and one of only 18 members in the southeastern United States. The Association publishes annual statistics ranking its members in 14 categories including collections, staff, and budget. USC appeared in the statistics for the first time in 1974-75, ranking 57th in total expenditures for libraries and 32nd in expenditures for books, periodicals, and binding. (The University of South Carolina Medical Library statistics have been included since 1976-77.)

By 1984-85 USC had dropped 34 places to rank 91st in total expenditures; it had fallen 50 places to rank 82nd in total expenditures for books, periodicals and binding. These statistics are distributed to academic libraries throughout the world. The decline of financial support for the University of South Carolina libraries has been a concern among the Association of Research Libraries membership.

The Visiting or Reaffirmation Committee of the Southern Association of Colleges and Schools came in April, 1981, to study the University and make a report on the reaffirmation of the University's accreditation. President Holderman published a summary of the Library portion of the Report in December 1981:

The Committee was struck by the beautiful yet functional design of Thomas Cooper Library and praised its staff for a soundly based, efficient program of library service. It was particularly impressed with the automated circulation and acquisitions systems and considered them to be among the best in the United States. The Library's collection seemed adequate for present needs, but the Committee sounded a strong warning that the collection will surely deteriorate rapidly if substantial funding increases are not forthcoming immediately. The Committee was convinced that the book, periodical, and binding budget of the Library was not at all adequate for keeping the collection up to date and feared serious adverse effects on research and teaching programs if substantial and protracted increases in funding were not made soon.

A Visiting Committee can make "recommendations" and "suggestions" to an

institution. The Southern Association requires that the former be satisfied to continue accreditation. The Committee Report had one "recommendation" concerning the Library:

That steps be taken immediately to increase substantially the book, periodical, and binding budget of the Thomas Cooper Library to support adequately the academic programs of the University, including an inflationary adjustment in future book budgets to prevent deficiencies in resources that result from static budgets.

At the time of that visit USC ranked 69th in total expenditures for libraries and 60th in total expenditures for books, periodicals, and binding. Since then USC has fallen to 91st and 82nd respectively.

The 1986-87 budget is the same as last year. However, due to price increases and the weakness of the dollar, book prices have increased about 10% overall since last year and periodicals have increased about 24%. Since 1974-75 the price of books has more than doubled and the cost of periodicals has nearly tripled.

Computerized Library Services

The Committee is also concerned about the lack of funds to maintain the quality of computerized library services. For example, The Thomas Cooper Library began planning for an on-line computer catalog in 1973, when the Southeastern Library Network (SOLINET) was founded here at USC. An extensive report with recommendations for an on-line catalog was made by a system-wide committee appointed by the Provost. Using this report, USC requested funds through the Commission on Higher Education to implement an on-line catalog for the nine-campus system. This apparently has been rejected out of hand. Instead, the University is to provide funds from its own budget.

The Thomas Cooper Library has more than 95% of its catalog records in machine-readable form, more than any other research library in America. USC is ready to implement the on-line catalog as soon as funds are available.

Clemson, Francis Marion, the College of Charleston, Bob Jones University, the South Carolina State Library, and others have either implemented an on-line catalog or are in the process of doing so. USC, long a leader in library technology, is rapidly falling behind, an embarrassing position for the state's largest library.

Summary

University Libraries are indeed "falling behind" as our University moves forward. Appendix A shows the dramatic fall in the percentage of budget spent on the Libraries. Appendix B shows that the Law and Medicine libraries have been "holding their own", making the fall shown in Appendix A even more dramatic. The chart in Appendix C shows this. Appendix D shows the ranking of USC among the libraries of the Association of Research Libraries in 1974-75. Appendix E shows that ranking ten years later.

This failure to move forward cannot be reversed unless the Senate and the faculty act vigorously to convince the administration that, to be a first-class research institution, there must be a first-class research library. Patches and a piece-meal approach to funding are grossly inadequate and have led to this decline. Adequate, orderly funding is essential.

For the Committee,

David G. Phillips,	Chairman, Music
Elmer Amma	Chemistry
Daniel Barron	Library & Info Science
Colin Bennett	Mathematics
Owen Connelly	History
Sherre Dryden	USC-Salkhatchie
William Eccles	Engineering
William Nolte	English
Robert Oakman	Computer Science
Oliver Wood, Jr.	Business Admin
Kenneth E. Toombs	Ex-Officio

USC EDUCATIONAL AND GENERAL EXPENDITURES
AND USC LIBRARY EXPENDITURES, 1969-86

(Report of Select Committee on Library Provision for Excellence
in Graduate Education and Research in the 1990s, p.149.)

<u>Year</u>	<u>Tot. USC Educ. & Gen. Expend.*</u>	<u>Total USC Libr. Expend.</u>	<u>Libr. as % of E&G</u>	<u>Library Shortfall from '69 level</u>
'69/70	\$ 22,612,318	\$ 1,609,336	7.0%	\$ -
'70/1	26,593,602	1,484,060	5.5%	398,904
'71/2	31,902,614	1,798,774	5.6%	446,637
'72/3	38,238,889	2,088,629	5.4%	611,822
'73/4	47,552,129	2,557,924	5.4%	760,834
'74/5	60,778,787	2,960,380	4.9%	1,276,355
'75/6	65,261,019	2,725,765	4.2%	1,827,309
'76/7	65,437,356	3,134,124	4.8%	1,439,622
'77/8	79,838,742	3,312,107	4.1%	2,315,324
'78/9	94,104,826	3,781,463	4.0%	2,823,145
'79/80	108,627,218	4,081,749	3.7%	3,522,156
'80/1	121,761,450	4,464,233	3.6%	4,059,568
'81/2	128,102,253	4,490,156	3.5%	4,483,579
'82/3	132,157,326	4,508,691	3.4%	4,742,321
'83/4	151,313,040	4,930,643	3.2%	5,661,269
'84/5	169,587,161	5,414,136	3.2%	6,456,965
'85/6	188,139,607	5,788,807	3.1%	<u>7,380,966</u>
			Total Shortfall -	\$ 48,206,776

*Official figures supplied by USC Institutional Research.

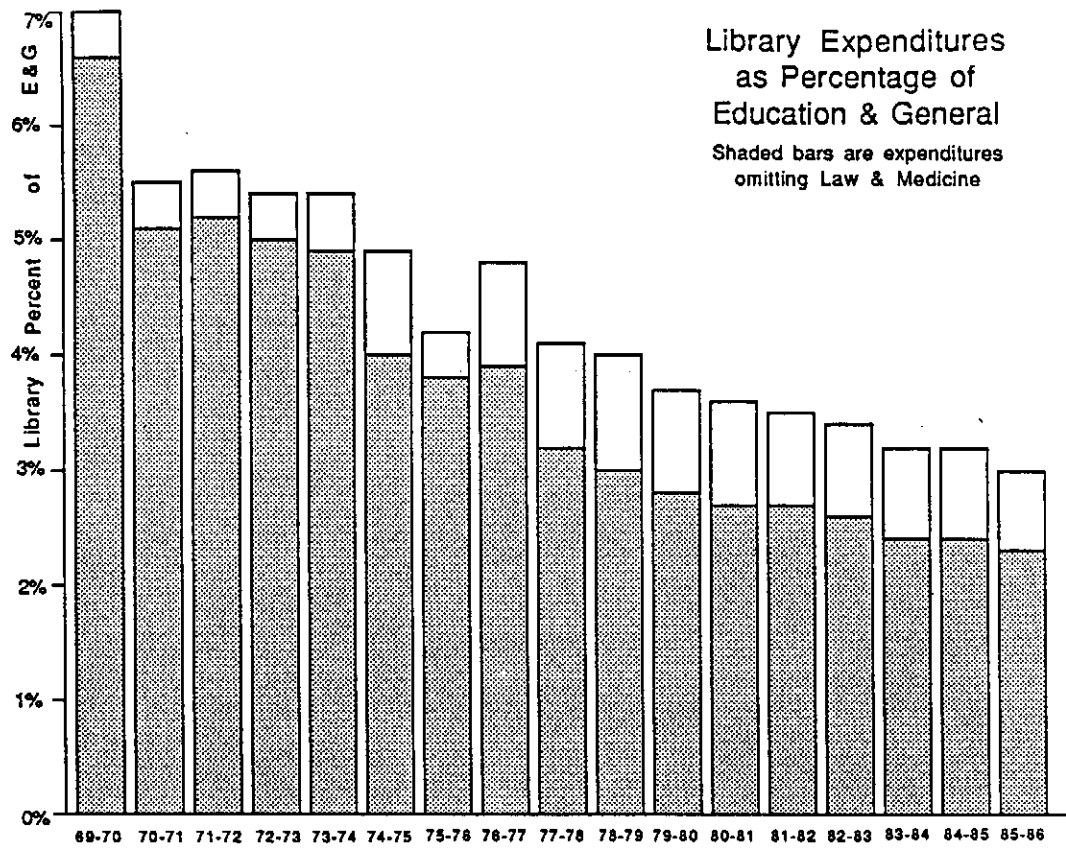
USC LIBRARIES EXPENDITURES
1974/75 - 1985/86

	<u>Libraries*</u>	<u>Cooper Library Grants</u>	<u>Law</u>	<u>Medicine</u>	<u>Total</u>
1974/75	\$ 2,458,528	\$ -	\$ 501,852	\$ -	\$ 2,960,380
1975/76	2,451,735	-	274,030	-	2,725,765
1976/77	2,547,962	-	279,303	306,859	3,134,124
1977/78	2,517,116	3,855	396,837	394,299	3,312,107
1978/79	2,807,806	3,855	541,873	427,929	3,781,463
1979/80	3,020,227	44,973	535,557	480,992	4,081,749
1980/81	3,331,228	14,165	572,484	564,356	4,464,233
1981/82	3,420,587	36,831	609,645	423,093	4,490,156
1982/83	3,311,649	132,960	625,475	438,607	4,508,691
1983/84	3,576,123	126,834	699,455	528,231	4,930,643
1984/85	4,045,531	69,759	681,261	617,585	5,414,136
1985/86	4,309,783	49,096	784,218	645,710	5,788,807

*Includes all libraries on the USC - Columbia campus except Law and Medicine.

Library Expenditures
as Percentage of
Education & General

Shaded bars are expenditures
omitting Law & Medicine



1974-75

ASSOCIATION OF RESEARCH LIBRARIES

RANK ORDER TABLE 11: TOTAL LIBRARY OPERATING EXPENDITURES

See explanatory note on p. 16.
Group ranges (in thousands) are:

- 1- 11,000 and over
- 2- 10,000-10,999
- 3- 9,000- 9,999
- 4- 8,000- 8,999
- 5- 7,000- 7,999
- 6- 6,000- 6,999
- 7- 5,000-5,999
- 8- 4,000-4,999
- 9- 3,000-3,999
- 10- 2,000-2,999
- 11- 1,000-1,999



Gr.	Rank	Institution	Expenditures
1	1	Toronto	11,997,504
	2	Harvard	11,496,157
2		None	
3	3	Yale	9,903,237
	4	Calif., Los Angeles	9,899,954
4	5	Calif., Berkeley	8,928,051
	6	Stanford	8,581,139
5	7	Illinois	7,720,405
	8	Michigan	7,578,835
	9	Indiana	7,144,491
	10	Minnesota	7,080,882
6	11	Columbia	6,971,962
	12	Washington	6,719,412
	13	Cornell	6,626,484
	14	British Columbia	6,468,482
	15	Wisconsin	6,348,883
	16	Pennsylvania State	6,070,869
	17	Rutgers	5,827,703
7	18	Texas	5,403,149
	19	Alberta	5,299,113
	20	Ohio State	5,111,513
	21	Calif., Davis	4,961,499
8	22	Pennsylvania	4,858,300
	23	Maryland	4,849,171
	24	Chicago	4,809,771
	25	Northwestern	4,796,486
	26	Wayne State	4,732,541
	27	Virginia	4,715,484
	28	Princeton	4,681,846
	29	New York	4,602,370
	30	Pittsburgh	4,375,945
	31	McGill	4,352,972
	32	North Carolina	4,273,439
	33	SUNY-Buffalo	4,253,682
	34	Calif., Santa B.	4,109,426
	35	Georgia	4,052,412
	36	Duke	4,039,865
	9	37	Michigan State
38		Calif., San Diego	3,768,475
39		Temple	3,662,641
40		Houston	3,647,159
41		Florida	3,573,409
42		Southern Calif.	3,483,577
43		Johns Hopkins	3,391,346

Gr.	Rank	Institution	Expenditures
9	44	Iowa	3,366,697
	45	Colorado	3,221,705
	46	SUNY-Stony Brook	3,190,620
	47	Southern Illinois	3,182,491
	48	Washington, Mo.	3,182,280
	49	Kansas	3,141,747
	50	Rochester	3,136,000
	51	Massachusetts	3,124,797
	52	Tennessee	3,087,288
	53	Connecticut	3,085,867
	54	Iowa State	3,073,986
10	55	Arizona	3,016,610
	56	Boston	2,976,889
	57	South Carolina	2,960,380
	58	Kentucky	2,943,894
	59	Joint University	2,934,718
	60	Cincinnati	2,933,952
	61	SUNY-Albany	2,903,900
	62	Florida State	2,860,834
	63	MIT	2,840,539
	64	Purdue	2,811,343
	65	Arizona State	2,668,072
	66	Howard	2,596,678
	67	Washington State	2,591,824
	68	Missouri	2,544,499
	69	Louisiana State	2,499,409
	70	Utah	2,476,164
	71	Syracuse	2,456,160
	72	Texas A & M	2,439,522
	73	Nebraska	2,424,920
	74	Brown	2,424,609
75	Georgetown	2,407,035	
76	Case Western Res.	2,386,255	
77	Dartmouth	2,372,601	
78	Emory	2,294,489	
79	Oregon	2,277,052	
80	Oklahoma	2,099,461	
81	Kent State	2,019,848	
11	82	Notre Dame	1,884,114
	83	Colorado State	1,861,615
	84	Tulane	1,857,184
	85	Alabama	1,629,974
	86	Rice	1,497,438
	87	Oklahoma State	1,414,542

*Brigham Young figures not available.

ASSOCIATION OF RESEARCH LIBRARIES

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RANK ORDER TABLE II: TOTAL OPERATING EXPENDITURES
1984-85

The grouping of institutions below is done because, in a number of cases, there is a relatively insignificant difference between two institutions, which are nevertheless given two different rankings. In order to provide a "coarser" ranking, the institutions are thus clustered into groups according to the ranges specified here.

Group ranges (in thousands) are:

1- 16,000 and over	8- 9,000-9,999
2- 15,000-15,999	9- 8,000-8,999
3- 14,000-14,999	10- 7,000-7,999
4- 13,000-13,999	11- 6,000-6,999
5- 12,000-12,999	12- 5,000-5,999
6- 11,000-11,999	13- 4,000-4,999
7- 10,000-10,999	14- 3,000-3,999

Gp	Rank	Institution	Value	Gp	Rank	Institution	Value
1	1	Harvard	24,988,411	52	Iowa	7,885,305	
	2	Calif., Los Angeles	23,909,618	53	Laval	7,515,697	
	3	Calif., Berkeley	23,172,799	54	Western Ontario	7,514,464	
	4	Stanford	22,021,776	55	Washington, St. Louis	7,480,835	
	5	Toronto	17,384,658	56	Calif., Irvine	7,470,992	
	6	Yale	17,500,450	57	New Mexico	7,230,942	
	7	Texas	17,341,737	58	Connecticut	7,160,539	
	8	Columbia	16,219,255	59	Syracuse	7,157,503	
				60	Boston	7,083,954	
2	9	Wisconsin	15,407,508				
	10	Michigan	15,043,241	11	61	Houston	6,932,312
					62	Emory	6,879,872
3	11	Cornell	14,670,772		63	Kentucky	6,802,983
	12	Illinois	14,412,701		64	Temple	6,626,346
	13	Washington	14,064,173		65	Hawaii	6,554,564
					66	Brown	6,526,045
4	14	Minnesota	13,830,957		67	York	6,515,686
	15	Ohio State	13,795,034		68	Virginia Polytechnic	6,502,600
					69	Rochester	6,477,439
5	16	Rutgers	12,971,027		70	SUNY-Stony Brook	6,424,175
	17	Princeton	12,603,020		71	Southern Illinois	6,397,114
	18	Pennsylvania State	12,158,294		72	Manitoba	6,379,619
					73	Vanderbilt	6,246,285
6	19	British Columbia	11,944,972		74	Massachusetts	6,242,017
	20	North Carolina	11,904,851		75	Miami	6,227,698
	21	Howard	11,853,402		76	Iowa State	6,188,827
	22	Chicago	11,438,363		77	Purdue	6,183,312
	23	New York	11,211,034		78	Colorado	6,071,049
	24	Virginia	11,205,420		79	Missouri	6,028,612
	25	Calif., Davis	11,050,200				
				12	80	Tulane	5,998,028
7	26	Arizona	10,845,010		81	Nebraska	5,959,578
	27	Indiana	10,833,334		82	McMaster	5,943,163
	28	Alberta	10,789,935		83	North Carolina State	5,929,375
	29	Pennsylvania	10,377,417		84	Washington State	5,873,211
					85	Calif., Riverside	5,766,057
8	30	Calif., San Diego	9,999,374		86	Waterloo	5,748,789
	31	Southern California	9,749,607		87	Delaware	5,643,334
	32	Northwestern	9,732,283		88	Colorado State	5,458,964
					89	Tennessee	5,434,336
9	33	Duke	8,987,554		90	Queen's	5,433,609
	34	Florida	8,955,294		91	South Carolina	5,414,136
	35	Michigan State	8,931,867		92	Utah	5,310,193
	36	Maryland	8,924,714		93	Florida State	5,313,920
	37	McGill	8,838,712		94	Case Western Reserve	5,279,513
	38	Georgetown	8,765,504		95	Kent State	5,239,176
	39	Kansas	8,729,853		96	Oregon	5,238,268
	40	Johns Hopkins	8,642,380		97	Oklahoma	5,197,249
	41	Arizona State	8,604,453		98	Saskatchewan	5,088,358
	42	Calif., Santa Barbara	8,579,806		99	Dartmouth	5,072,200
	43	Georgia	8,295,813				
	44	Pittsburgh	8,281,920	13	100	SUNY-Albany	4,966,301
	45	Wayne State	8,253,120		101	Alabama	4,935,543
	46	Brigham Young	8,162,983		102	Notre Dame	4,616,284
	47	Cincinnati	8,160,766		103	Rice	4,247,855
	48	MIT	8,128,492		104	Guelph	4,120,152
	49	SUNY-Buffalo	8,113,720				
				14	105	Georgia Tech	3,866,249
10	50	Texas A & M	7,985,513		106	Oklahoma State	3,830,915
	51	Louisiana State	7,952,084				