



Palmetto College Campuses Faculty Senate
UNIVERSITY OF SOUTH CAROLINA
USC LANCASTER
Founders Hall
Friday, April 8, 2016

Coffee .....9:00 - 9:30 AM
Founders Hall, Student Lounge Area

Morning Session .....9:30 - 10:30 AM
Founders Hall, Room 104

Welcome, Dr. Hennie van Bulck

Report from the Chancellor, Dr. Susan Elkins

Report from the Dean of Extended University and Associate Provost, Dr. Chris Nesmith

Reports from Palmetto College Campus Deans
Dean Walt Collins, USC Lancaster
Dean Ann Carmichael, USC Salkehatchie
Dean Michael Sonntag, USC Sumter
Acting Dean John Catalano, USC Union

Standing Committees .....10:30 - 12:00 PM

I. Rights and Responsibilities
Founders Hall, Room 123

II. Welfare
Founders Hall, Room 126

III. System Affairs
Founders Hall, Room 127

Executive Committee .....10:30 - 12:00 PM
Founders Hall, Room 132

Deans Meeting .....10:30 - 12:00 PM
Founders Hall, Room 133

Luncheon .....12:00 - 1:00 PM
Bradley Arts and Sciences Building, Arnold Special Events Room

Afternoon Session .....1:00 - 2:45 PM
Founders Hall, Room 104

## AGENDA

- I. Call to Order
- II. Correction/Approval of Minutes: February 12, 2016  
USC Columbia – New Moore School of Business
- III. Reports from Standing Committees
  - A. Rights and Responsibilities – Jason Holt
  - B. Welfare – Professor Ray McManus
  - C. System Affairs – Professor Kajal Ghoshroy
- IV. Executive Committee
  - A. Chair - Professor Hennie van Bulck
  - B. *Palmetto College Campuses Faculty Manual* Liaison Officer – Professor Andy Yingst
- V. Reports from Special Committees
  - A. Committee on Libraries - Professor Rebecca Freeman
  - B. Committee on Curricula and Courses - Professor Robert Castleberry
  - C. Committee on Faculty Welfare – Professor Shelley Jones
  - D. Faculty-Board of Trustees Liaison Committee – Professor Hennie van Bulck
  - E. PCC Research and Productive Scholarship Committee – Professor R. Mac Jones
  - F. Palmetto College Campuses Academic Advisory Council – Professor Chris Nesmith
  - G. Other Committees
    - Conflict of Interest Committee – Professor Noni Bohonak
- VI. Unfinished Business
- VII. New Business
- VIII. Announcements
- IX. Adjournment

**Palmetto College Campuses Faculty Senate Minutes**  
**April 8, 2016**

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## MORNING SESSION

### Welcome

**Chair, Dr. Hennie van Bulck (Sumter)** called the session to order at 9:30 a.m., welcomed everybody to the senate meeting, and introduced the members of the Palmetto College Campuses Faculty Senate Executive Committee. He then introduced Dr. Chris Nesmith, who read Chancellor Susan Elkins's report.

**Chancellor, Dr. Susan Elkins** (read by Dr. Nesmith) thanked Dean Walt Collins and the Lancaster faculty and staff for their hospitality in hosting the meeting. He expressed Dr. Elkins's regret for missing the meeting because she was at a national conference in California delivering a presentation on Palmetto College. He then read highlights of the report. Dr. Elkins thanked the Lancaster hosts, and thanked Chair Hennie van Bulck, the Executive Committee members, the *Faculty Manual Liaison Officer* Andy Yingst, and Jean Carrano. Her report proceeded to highlight several items: enrollment numbers were up, budget meetings on the financial health of the campuses were ongoing, and each unit projected balanced budgets by year's end. All tenure and promotion files were sent to the Office of the Provost for review, and there were eleven candidates for tenure and promotion and two candidates for promotion only. She thanked Columbia Faculty Senate Chair Augie Grant, and Columbia Senate Past Chair Jim Knapp for their work with the Palmetto College Campuses Faculty Senate. Several progress items identified by the Executive Committee included: the development of a Faculty Senate Handbook, the results of the 2016 Faculty Welfare Survey were presented to her by Dr. Ray McManus, funding was made available for the faculty awards in teaching and service, and the Palmetto College website and newsletter represented positive innovations. A copy of Dr. Elkins' report is included in the Appendix to these minutes.

### Reports from the Palmetto College Campus Deans

**Dean of Extended University and Associate Provost, Dr. Chris Nesmith.** A copy of Dr. Nesmith's report is included in the Appendix to these minutes.

**Dean Walt Collins, USC Lancaster.** A copy of Dr. Collins's report is included in the Appendix to these minutes.

**Dean Ann Carmichael, USC Salkehatchie.** A copy of Dr. Carmichael's report is included in the Appendix to these minutes.

**Academic Dean Aaron Ard, USC Salkehatchie.** A copy of Dr. Ard's report is included in the Appendix to these minutes.

**Dean Michael Sonntag, USC Sumter.** A copy of Dr. Sonntag's report is included in the Appendix to these minutes.

**Dean John Catalano, USC Union.** A copy of Dr. Catalano's report is included in the Appendix to these minutes.

## **AFTERNOON SESSION**

### Call to Order

**Hennie van Bulck** called the afternoon session to order at 1:00 p.m. He reminded senators to clearly state their name and campus for the minutes.

### Correction/Approval of Minutes from February 12, 2016 at USC Columbia

The minutes were approved.

### Reports from the Standing Committees

**Rights and Responsibilities Committee Chair, Dr. Jason Holt (Lancaster)** reported that the committee discussed the mid-year hire timeline for tenure track faculty members. He reported that the committee found a good solution to the issue, but there was not yet a motion prepared. The committee anticipated presenting a motion at the following year's first senate meeting. The committee also discussed the role of advising, which is listed as a teaching responsibility in the faculty manual. Many faculty members indicated that in yearly reviews, they list advising as "service." He pointed to the *Faculty Manual*'s description of advising, noting that the manual defines advising as a teaching responsibility and that individual campuses treat advising differently. He cited the example of USC Lancaster faculty, who generally believe that advising falls under the definition of service rather than teaching. That said, the committee considered the possibility of recommending either that advising be moved in the *Faculty Manual* or be struck altogether. Before introducing a motion to this end, Dr. Holt requested senators survey their campuses and make recommendations to their representatives before the committee moves forward on this issue.

**Tom Bragg** asked who specifically the committee was asking to make recommendations.

**Jason Holt** indicated that the committee was asking the senators.

**Tom Bragg** asked if this meant all senators.

**Jason Holt** said yes.

**Andy Yingst** asked if this meant this year's senators or next year's senators.

**Jason Holt** responded "all senators."

**Welfare Committee Representative, Dr. Hélène Maire-Afeli (Union)** reported, on behalf of Chair Ray McManus, that the committee had a productive year, the Tenure and Promotion Workshop was successful, the Faculty Welfare Survey was prepared and circulated, and that if any senators had questions about the survey results, to please contact Ray McManus. She also reported that the winners for the Duffy and Plyler Awards would be announced later in the afternoon, and that she had been elected to serve as Chair of the Welfare Committee next year.

**System Affairs Committee Chair, Dr. Kajal Ghoshroy (Sumter)** reported that the committee elected her to serve as the Chair of the System Affairs Committee and approved a survey on +/- grading changes that would be sent out shortly. She asked senators to respond to the survey before the end of the semester. The committee also discussed the designator for Palmetto College courses. In February, the committee had suggested “PCAL,” but learned that designator was already taken. The committee was proposing another designator, and would indicate that later in the afternoon.

#### Executive Committee Reports

**Executive Committee Chair, Dr. Hennie van Bulck** reported that the committee met in Columbia on March 25. At that meeting, the committee discussed the role of advising as it pertains to the *Faculty Manual* and no decision was reached at the time. The committee also discussed nominations for the Executive Committee candidate slate for the following year, and discussed possible dates for the committee’s summer retreat.

**Palmetto College Campuses Faculty Manual Liaison Officer, Dr. Andy Yingst (Lancaster)** reported that the 2016 *Faculty Manual* revisions had been made and submitted to the Chancellor’s office for review. Legal and the Provost’s office currently had copies on their desk for review and approval. He projected that the *Manual* would be submitted to the Board of Trustees by the required deadline.

#### Reports from Special Committees

**Committee on Libraries, Dr. Rebecca Freeman (Lancaster)** reported that the committee met with the Dean of Libraries and the Associate Dean of Libraries to tour the library’s new classroom and graduate study area. Dean McNally discussed the library budget, librarian salaries, resource funding, and additional storage for library materials to coincide with an idea for a state-wide system. A survey was also sent out to poll Columbia faculty’s satisfaction with the library. A copy of Dr. Freeman’s report is included in the Appendix to these minutes.

**Committee on Curricula and Courses, Dr. Robert Castleberry (Sumter)** reported that the committee met once since the previous report, and had a forthcoming meeting on Monday. He noted that the committee’s procedures have changed and shifted to an electronic medium, and noted that all Palmetto College senators have online access to review the committee’s work and recommendations on proposals for curriculum on the Provost’s webpage. He noted that the committee passed the “PALM 495” course and changes to the BOL and BLS curriculum. A copy of Dr. Castleberry’s report is included in the Appendix to these minutes.

**Committee on Faculty Welfare, Dr. Shelley Jones (Extended University)** reported that the committee continued to focus on broader issues of communication that affect faculty across disciplines, units, and campuses. In its February meeting, the committee considered the changes in prescription authorization protocol discussed at Columbia Faculty Senate, where faculty asked for a minimum of 6 months’ notice for any plan changes (versus the 6-8 weeks given) to assure no interruption in prescription services. The committee would reiterate this concern in a memo to Provost Joan Gabel, along with concerns regarding changes to Columbia campus parking,

discussed with Derrick Huggins, the Vice President for Facilities and Transportation, at the March meeting. The committee was also investigating concerns over the Faculty/Staff Dependent Scholarship Fund form's statement of stringent eligibility requirements to be determined by the Office of Admissions and unclear measures for merit in awarding the scholarship. Further, the committee was preparing a proposal to be reviewed by the Provost's Advisory Committee on Women's Issues (PACWI) for a fund for childcare reimbursement for conference attendance, to allow faculty on the tenure track to attend national conferences annually. In efforts to encourage collegiality, the committee is going to be piloting monthly faculty lunches at Preston's on the Columbia campus and is considering ways to reinstate a social club with events open to faculty in all disciplines, units, and campuses. A copy of Dr. Jones' report is included in the Appendix to these minutes.

**Faculty-Board of Trustees Liaison Committee, Dr. Hennie van Bulck (Sumter)** reported that the Board of Trustees met in Beaufort, but that he was unable to attend the meeting. He noted that the Board has released a long-term strategic plan and that the plan was currently being reviewed by the various unit heads.

**PCC Research and Productive Scholarship Committee, Dr. Dawson Jones (Extended University)** reported that the committee's main business for the year was to establish a website for Research and Productive Scholarship, which is live and a good number of faculty have already prepared pages. He invited more faculty to join and directed them to Bob Dyer to create a webpage. He noted the intention with the website is to join together faculty across disciplines for purposes of internal networking and communication. He also solicited the names and contact information for the incoming PCC Research and Productive Scholarship Committee for the following year, particularly in relation to the inaugural Denise R. Shaw Excellence in Scholarship Award. Nominations for that award will be due on November 1, 2016, and application packets will be due November 15, 2016. The guidelines and information will be posted online shortly.

**Palmetto College Campuses Academic Advisory Council, Dr. Chris Nesmith (Extended University)** had no report.

**Conflict of Interest Committee, Dr. Noni Bohonak (Lancaster)** reported that the committee met on March 29, 2016, and went through an overview on USC Conflict of Interest (COI) Policy and Procedures and the Role of the COIC, reviewed the Current Disclosure Review Process with Recommended Modifications, managed Conflicts of Interest, and reviewed Individual Disclosures (Confidential). A copy of Dr. Bohonak's report is included in the Appendix to these minutes.

**Provost's Advisory Committee, Dr. Sarah Miller (Salkehatchie)** had no report.

#### Unfinished Business

There was no Unfinished Business.

## New Business

**System Affairs Committee Chair, Dr. Kajal Ghoshroy (Sumter)** presented a Motion for the Registrar's office to reserve PCAM as the designator for our Palmetto College courses. A copy of the Motion is included in the Appendix to these minutes.

**Hennie van Bulck** noted that the Motion came from the committee and did not require a second. There was no discussion and the Motion passed. He then noted that the next item on the agenda was the nomination process for the 2016-2017 academic year's Executive Committee members.

**Tom Bragg** reported that the Nominating Committee would like to present a slate of nominees for Vice Chair (Ernest Jenkins, Lancaster), Secretary (Bryan Love, Salkehatchie), and At Large Member (Christine Sixta Rinehart, Union and Matt Rashotte, Extended University). He then opened up discussion for nominations from the floor for Vice Chair (there was none), Secretary (there was none), and At Large Member (there was none). Hearing none, discussion was closed. Vice Chair and Secretary went to Ernest Jenkins and Bryan Love, respectively, and ballots were deployed to determine the At Large Member.

**Chris Bundrick** noted that not all present were voting members of the Senate, and requested senators indicate their status to him as he passed ballots around.

**Tom Bragg** requested that voting senators write down the name of their choice. Ballots would be taken up after voting, and he would later present a report to name the elected At Large Member.

**Hennie van Bulck** thanked members of the 2015-2016 Executive Committee for their service: Tom Bragg, Jolie Fontenot, Melody Lehn, Chris Bundrick, and Andy Yingst. He noted that an email in the next couple of days would announce the new At Large Member, and asked if there was any additional New Business.

**Chris Nesmith** thanked the Welfare Committee and Chair Ray McManus in selecting the award winners for this year, and noted especially the new Chris Plyler Award in Service as an innovation. He noted that there were many fine nominations for the awards, including six nominees for the John J. Duffy Award for Excellence in Teaching. The finalists for the Duffy Award were Jill Castiglia (Lancaster), Courtney Catlidge (Lancaster), Daniel A. Kiernan (Sumter), Kajal Ghoshroy (Sumter), and Lisa Hammond (Lancaster). The John J. Duffy Award for Excellence in Teaching was awarded to Kajal Ghoshroy. For the Chris Plyler Excellence in Service Award, he noted that there were ten finalists. They were Jolie Fontenot (Union), Lisa Hammond (Lancaster), Mary Hjelm (Extended University), Jean-Luc Grosso (Sumter), Bryan Love (Salkehatchie), Melody Lehn (Extended University), Sarah Miller (Salkehatchie), Nicholas Lawrence (Lancaster), Bettie Obi Johnson (Lancaster), and Randy Lowell (Union). The winner of the Chris Plyler Excellence in Service Award was Sarah Miller. He thanked Hennie van Bulck for his work as Senate Chair this year.

**Hennie van Bulck** noted that being a senator, Executive Committee member, or other committee member is one of the most important things that faculty members can do. He urged faculty to take these jobs seriously, and to reach out to colleagues on their campuses to take an active role



in the senate to help shape this institution and our future. He then asked Tom Bragg to come forward to assume the mantle of incoming Senate Chair for the 2016-2017 academic year.

Adjournment

**Tom Bragg** made a motion to adjourn, seconded, and adjourned.

[Please note that also included in the Appendix to these minutes is a copy of the Final Report of the Palmetto College Campuses Electronic Tenure and Promotion Implementation Team, submitted by the Project Director, Dr. Lisa Hammond, USC Lancaster]

Respectfully submitted,

Melody Lehn, Secretary

## **APPENDIX**

### **Palmetto College Campuses**

### **Faculty Senate Meeting**

**USC Lancaster**

**Friday, April 8, 2016**

#### ***Report***

**Dr. Susan Elkins, Chancellor, Palmetto College**

Let me begin by extending thanks to Dean Walt Collins, along with our Senators from USC Lancaster and all of the faculty and staff for their gracious hospitality in hosting us today.

As always, I want to also first thank all of you for your outstanding leadership and service in your work on the Palmetto College Campuses Faculty Senate. It is such a privilege to work with you as we continue to develop the new and innovative Palmetto College concept and organization, creating additional opportunities for our faculty, staff, and the students we serve through pathways that provide greater access, affordability, and flexibility in completing their degrees. It has been such a pleasure and privilege to work with Chair Van Bulck, the members of the Executive Committee, the Faculty Manual Liaison, Ms. Jean Carrano in her role of supporting the work of the Senate, and all of you this year.

My report this morning includes 5 brief items.

1. First, I'm delighted to share the positive news on Spring Semester 2016 enrollment! Overall headcount enrollment for the campuses was up by 9.11% and FTE enrollment was up 5.82% from Spring Semester 2015, resulting in the largest increases of all the USC campuses! The official Institutional Research report is attached. Also, enrollment in Palmetto College Online was up 8% from 698 last spring to 758 this spring. Of course the corresponding revenue increases that accompany the enrollment increases are certainly a welcome addition to the financial bottom line, as well.
2. Regarding the financial health of the campuses and PC online, budget meetings focusing on year end projections and budget building for 2017 were just completed, with each of the units projecting balanced budgets at year end. Additionally, a 2% raise is proposed by the legislature at this time for the next fiscal year.
3. We are pleased to announce that the files for the Tenure and Promotion candidates have now been submitted to the Office of the Provost for review. We had 11 candidates for Tenure and Promotion, along with 2 for promotion only. The files are now being reviewed by the Provost and President, with final decisions to be approved at the June meeting of the Board of Trustees. The Faculty Manual revisions have also been submitted to the office of the Provost and Legal Counsel for review prior to the

anticipated presentation to the Board of Trustees at the June 2016 meeting. Provost Gabel will also be making her first visits to all of the campuses prior to the end of the semester, so we will have a chance to hear from her as well as showcase each campus.

4. We also want to express our appreciation to Professor Auggie Grant, Chair of the Columbia Faculty Senate and Professor Jim Knapp, Past Chair of the Columbia Faculty Senate, as they have continued to reach out to us to develop opportunities for more closely working together with the Columbia Faculty Senate. Our work with them has already produced positive results, and we all anticipate many other accomplishments from our collaborative work together in the future.
  
5. Finally, I'll conclude by sharing progress made this year on several items identified at last summer's planning retreat with the Faculty Senate Executive Committee.
  - a. The Faculty Senate Handbook will be updated and further developed this summer, with Palmetto College providing a \$2,500 stipend for the work.
  - b. The results of the Faculty Survey for both 2015 and 2016 were presented by Dr. Ray McManus, Chair of the Faculty Welfare Committee, to the Chancellor and Deans in March 2016, followed by discussion regarding next steps to address items identified in the survey.
  - c. Funding was made available for the new Dr. Chris P. Plyler Award for Outstanding Service to be consistent with the monetary amount for the Dr. John J. Duffy Award for Excellence in Teaching.
  - d. The following improvements were made in Palmetto College communications:
    - i. New Palmetto College website was launched in November 2015.
    - ii. New Palmetto College newsletter was launched in December 2015.
    - iii. New campus websites will be developed beginning May 2016.
  - e. The SACSCOC Common Carolina Core requirements were discussed with the Office of the Provost in Fall 2015, with decision confirmed in Spring 2016.
  - f. BOL/BLS scheduling issues were addressed with the appointment of Dr. Steve Lowe as Director of the BOL/BLS programs.
  - g. Finally, as I mentioned in past meetings, we are pleased to announce that \$250,000 of one-time carry forward money has been allocated for the new Chancellor's Innovation Grants to fund innovative projects that relate to Student Success --recruitment, retention, and graduation initiatives -- since these issues are the top two priorities in the Blueprint for Success for Palmetto College. The call for proposals was distributed in January 2016, resulting in the submission of 19 proposals totaling approximately \$289,000 that were received on March 15, 2016. Results will be announced on April 15, 2016. We look forward to the results of many successful projects on Student Success across Palmetto College!

In closing, again, thank you for the opportunity to work with all of you, as well as for all you continually do for Palmetto College and our students!



UNIVERSITY OF  
**SOUTH CAROLINA**  
PALMETTO COLLEGE

April 7, 2016

**Report to the PCC Faculty Senate**

Chris Nesmith

Associate Provost for Palmetto College Campuses  
Dean, Extended University

**Assoc. Provost Report**

The PCC T&P committee met Jan. 29<sup>th</sup>. Letters are on the way to candidates.

Reminders for the t&p cycle next year: Campus descriptions are due April 15. A reminder to all candidates for next year that your list of External Reviewers is due to Jean and/or me by **June 1**, but I strongly recommend you and your campus supervisor—whether that’s your division chair or academic dean, to begin working on this list much earlier than that. Once the semester is over, it is very difficult to reach people in May. I would start the process of creating that list now if you have not already.

The Palmetto College Chapter of **Alpha Sigma Lambda**, adult student national honor society, will hold an induction ceremony for new students on May 5<sup>th</sup> on the Columbia campus. Students from all campuses who meet the eligibility criteria have received invitations.

**Enrollment numbers for BLS/BOL:** We currently have 345 students -- BLS 216 and BOL 129--enrolled in the Liberal Studies and Organizational Leadership programs for the spring. Our numbers are virtually identical overall to last year. We are down 11 students in BOL and up 12 in BLS. Many of them graduated last year and this past December—though I don’t have that figure with me. For this May, a total of 53 students-- 19 BOL students and 34 BLS--have applied for May graduation.

129 BOL vs 118 2015

216 BLS vs 204 2015

**Extended University News:**

Fort Jackson enrollment is rebounding. Although our numbers are still not large, we have had an 150% increase over this time last year.

EU Faculty news: I am sad to announce the retirement of **Dr. Joe Pappin** at the end of this semester, but wish Joe and Gay much happiness.

**Dr. Mary Hjelm** recently published “Not Your Professor’s *Hamlet*” in *Upstart: A Journal*.

**Dr. Janet Hudson** had a book chapter published entitled, “Envisioning Opportunity in the Great War: Black Carolinians Seize the Moment,” and received a Research RISE Grant: “Visualizing

African American Soldiers World War I Experiences: North Carolinians Exemplify the Nation,” for \$8,000. It occurs to me that our teaching awards are typically announced after the last senate meeting, so let me correct that and state that Dr. Hudson was awarded our Stephen L. Dalton Teaching Award in 2015.

**Dr. R. Mac Jones** had his interview with novelist Mark Powell appear in the *Fiction Writers Review* very recently.

**Dr. Matt Rashotte** was featured in the *USC Times* for his ongoing research on music and the brain.

**Dr. Shelley Jones** will serve as an editor for the Digital Mitford Project, an active digital humanities project whose aim is to archive Mary Russell Mitford’s extensive writings. She also had an article published, titled “Teaching Commonplace Ephemera: Digital Experiments in Romantic-Era Commonplace Books and Newspaper Verse,” in a special volume of the *Romantic Circles Pedagogy Commons* on “Romanticism and Technology.”

**Dr. Melody Lehn** published two articles, with a third forthcoming later this year. She is presenting at two conferences upcoming soon, and was elected editor of the *Carolinas Communication Association* for a three-year term (2016-2019). She also serves as the Faculty Advisor and Speech & Skills Coach for the USC Mock Trial Program (3 Teams), and as a Faculty Advisor for the Helping Hands Student Service Organization.



UNIVERSITY OF  
**SOUTH CAROLINA**  
LANCASTER

Dr. Walter P. Collins, III  
Regional Campus Dean

Report to the Palmetto College Campuses Faculty Senate  
meeting at USC Lancaster  
April 8, 2016

## People

### Enrollment

As of March 17, 2016, 1470 students (headcount) are registered for Spring 2016. This is our official Spring semester freeze number. Final enrollment in Spring 2015 was 1289. Spring 2016 is up 14% in headcount and 11% in FTE. We are serving approximately 115 BOL/BLS students this semester.

### Athletics

Check the schedule for other upcoming games:  
<http://www.usclathletics.com/schedule.asp?sportID=1>

### Searches

Interviews continue for faculty positions in ENGL, ECON, and CSCE.

**Congratulations to Dr. Kim Richardson, Dr. Liz Easley, and Dr. Stephen Criswell** for recently receiving Online Course Development Grants from Palmetto College.

**Congratulations to Dr. Michael Bonner** whose book *Confederate Political Economy: Creating and Managing a Southern Corporatist Nation, 1861-1865* will be published by LSU Press on May 11. Follow this link for more information: [http://www.amazon.com/Confederate-Political-Economy-CorporatistConflicting/dp/0807162124/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1458126692&sr=1-1&keywords=confederate+political](http://www.amazon.com/Confederate-Political-Economy-CorporatistConflicting/dp/0807162124/ref=sr_1_1?s=books&ie=UTF8&qid=1458126692&sr=1-1&keywords=confederate+political) Additionally, Dr. Bonner was recently elected webmaster for the Southern Historical Association.

**Congratulations to Prof. Kaetrena Kendrick** for the acceptance of her presentation of “Learning Near and Far: Using Free Tech Tools for On and Off-campus Instruction” at the Transforming Librarians through Technology Conference at USC Upstate on May 5, and for the acceptance of her poster “Digital Scholarship on the Small Campus: Using Omeka to Curate Research” for the Metrolina Library Association Annual Conference on June 9, 2016.

**Congratulations to Dr. Dana Lawrence** who will present “Verona's Shakespeare: Romeo and Juliet, Tourism, and Commemoration” at the Renaissance Society of America Conference this weekend in Boston.

**Congratulations to newly elected SGA representatives:** Adam Whetstone, President; Morgan Humphries, Vice-President and Allison Hyman, Secretary/Treasurer.

Congratulations to the following Academic Division **Teacher of the Year** nominees: Prof. Allen Pangburn (Math, Science, and Nursing), Dr. Garane Garane (Humanities), and Dr. Susan Cruise (Business, Behavioral Sciences, Criminal Justice and Education). Dr. Cruise was named overall Distinguished Teacher of the Year.

## **Facilities**

Work associated with Starr Hall is moving along and renovations are expected to begin later this Spring and continue into the Summer.

Regular **maintenance work** for several campus areas was completed over Spring Break. Work included:

1. Bradley: changed all HVAC filters, cleaned coils on 2 air handlers in basement, cleaned roof top units over multipurpose room
2. Starr: changed all filters, cleaned roof top unit, cleaned and filled cooling tower and started system up, and cleaned 1 air handler
3. Founders: changed all filters, and completed preventive maintenance on chiller unit.
4. Medford: changed all filters, cleaned #1 air handler, did preventive maintenance on chiller, and tightened all power lug connections.
5. Hubbard: changed all filters, cleaned chiller coils, cleaned coils on 1 roof top unit, and replaced bearing and belt on #1 air handler.
6. Gregory: changed all filters and cleaned tower and restarted it up.
7. Carole Ray Dowling: changed all filters.
8. Native American Studies Center: changed filters
9. Additionally, unplanned work was completed as noted: a) Hubbard, had to clear drain lines on 1st floor, west side b) Hubbard, had to replace disconnect on rooftop unit c) Hubbard, boiler went down and had to do repair work, replace the sparker igniter and 2 burners, as well as cleaning the burner chambers. Also, accompanied inspector who was here conducting the every 3-year lead paint and asbestos inspection. He also did sampling in Starr Hall where the proposed project work is scheduled.
10. Custodial staff performed extra cleaning in Founders: classrooms, stairwells, and the art lab.
11. Trimmed rose bushes in rose garden.

## **Other items...**

- The **Educational Foundation of USC Lancaster** held its annual fundraiser, the 5K and 10K **Laps for Lancers** on Saturday, March 19 here on campus. Thank you to those who participated and attended. The Foundation officers are still tabulating earnings.
- Next **Lunch and Learn at the NASC**, April 15<sup>th</sup> at noon. Topic: “Contemporary Cherokee Experiences in Academia” by Dr. Courtney Lewis.
- The Research Club led by Dr. Sarah Sellhorst, Dr. Liz Easley, and Dr. Courtney Catledge and Ms. Laura Carnes sponsored the inaugural **Celebration of Research and Productive Scholarship** on campus on April 7. The event featured poster presentations, books, journal articles, artwork and other items produced by USCL faculty, staff, and students.



UNIVERSITY OF  
**SOUTH CAROLINA**  
SALKEHATCHIE

**Faculty Senate**  
**April 8, 2016**  
**Dean's Report**

The Fullerton Foundation recently awarded \$100,000 towards creating a high fidelity simulation lab on the Salkehatchie Walterboro campus.

Sympathy is extended to Miles and Ann Loadholt in the loss of their son, John Loadholt. Miles was a long time member of our local commission and is currently serving on the University's Board of Trustees.

Commencement will be held on Friday, April 29, 2016 at 12:00 noon at the Salkehatchie Commons. Vernita Dore, Deputy Under Secretary of USDA Rural Development, is our keynote speaker.

Congratulations to the 2016 recipients of the Dean's awards:

- Dr. Martha McKeelin, Excellence in Teaching
- Dr. Wei-Kai Lai, Excellence in Service
- Dr. Li Cai, Excellence in Scholarship

USC Salkehatchie was featured in the March 2016 *USC Times*.

The Salkehatchie Faculty has been extremely active in scholarly activities this spring. A detailed listing is attached.



## USC Salkehatchie Faculty Scholarship Activities

Tom Bragg published "Space and Narrative in the nineteenth century British Historical Novel." Ashgate Publishers UK.

Sarah Miller gave talk on Colonial Games to the Daughters of the American Revolution in March. Plans to give a public lecture on Early American Presidential Elections in April.

Eran Kilpatrick presented "Pine Barrens Treefrog project results." at the Association of Southeastern Biologists. Led two nature walks, one in the Walterboro Wildlife Sanctuary and another at Yeamans Hall Club in Hanahan in March.

Sam Downs published "Effects of three pedagogies on learning outcomes in a Psychology of Gender lecture: A quasi-experimental study." In Teaching of Psychology.

April Cone named Amy V. Cockcroft Leadership Fellow (2016-2017).

Li Cai published "[Synthesis of rare pentoses using microbial and enzymatic reactions.](#)" Current Organic Chemistry 2016, 20, in press. And "[Targeting tumor cells by natural anti-carbohydrate antibodies using rhamnose-functionalized liposomes.](#)" ACS Chemical Biology 2016, 11, in press.

Li Cai, Invited oral presentation, "Examples of metabolic labeling of cancer cell and virus glycans with azido sugars", 251<sup>st</sup> ACS National Meeting, San Diego, CA, 03/2016

Li Cai awarded 2016 University of South Carolina RISE (Research Initiative for Summer Engagement) Program. Enzymatic and microbial synthesis of rare sugars – \$8,000

Wei-Kai Lai published "[Some inequalities involving geometric and harmonic means.](#)" International Mathematical Forum, Vol. 11, 2016, no. 4, 163-169.

Wei-Kai Lai presented "The Power Tower and the Digital Root", American Mathematics Association Southeastern Section 2016 Spring Meeting, University of Georgia, March 5-6, 2016

Wei-Kai Lai presented "The Digital Root of Power Towers", Carolina Mathematics Seminar 2016 Spring Meeting, Newberry College, March 18, 2016

Two of Dr. Wei-Kai Lai's students presented in two conferences:

Dalton Ethridge presented "A 15-Puzzle Game", Eagle Undergraduate Mathematics Conference, Georgia Southern University, and February 13, 2016. And "A 15-Puzzle Game", Mathematical Association of America Southeastern Section 95th Annual Meeting, University of Alabama at Birmingham, March 25-26, 2016.

John Risher presented "Upper and Lower Bounds of a Series", Eagle Undergraduate Mathematics Conference, Georgia Southern University, February 13, 2016. And "A Generalization of an Inequality with Harmonic Means", Mathematical Association of America Southeastern Section 95th Annual Meeting, University of Alabama at Birmingham, March 25-26, 2016.

Wei-Kai Lai was elected as the Section Vice Chair for Two Year Colleges during the Mathematical Association of America Southeastern Section 95th Annual Meeting. David Hatch will be supervising research for Katlyn Jones entitled "The 100th Anniversary of the Easter Rising" for 2016 Magellan Grant Award Recipient.

Submitted by Dr. Aaron Ard  
April 6, 2016



Palmetto College Campuses Faculty Senate Report  
April 8, 2016  
Michael E. Sonntag, Ph.D.

Students/Athletics/Campus Events

- Fire Ant baseball program is 27-11 overall and 13-3 in Region 10. They have a two game lead on Spartanburg Methodist, the second place team. They just finished the weekend series with USCL, winning three of four. Have won 20 of their last 23 games.
- Fire Ant Softball is 9-16 in season play; team preparing for Fire Ant 5K Color Run on May 14, 2016 at 9:00am
- Fire Ant Tennis: women are 1-6 with Converse left away on Monday; men are 0-7 with Citadel on the 16<sup>th</sup>.
- All Athletics volunteering for Special Olympics on April 21
- Campus Day is April 22, 9:00am-2:00pm; Cookout for all + area junior and senior high school students on campus to learn what it is like to be a USC Sumter student.
- Under the Red, White, and Blue: Classic American One-Act Plays, April 21 and 22 at 8pm and April 23 at 2pm; Dr. Park Bucker revives live, student-driven theater on campus.

Faculty and Staff

- Dr. Mary Ellen Bellanca presented “She Blinded Me with Science: Victorian Women Go Wild about Botany” on March 18 for the USC Sumter Seminar Series; the presentation was an outgrowth of her RISE grant funded work for a collected volume entitled *Victorian and the Environment: Ecocritical Perspectives*, which is currently undergoing peer review.
- Dr. Hui-Yiin Chang and students gave the following presentations at the American Physical Society March 17, 2016 in Baltimore, MD.
  - Examining the Needs and Dispositions of Sumter School District High School Students with Regards to Studying Physics, Part 1; student Jessica Kohler
  - Examining the Needs and Dispositions of Sumter School District High School Students with Regards to Studying Physics, Part 2; student Jordan Ard
  - Examining the Needs and Dispositions of Sumter School District High School Students with Regards to Studying Physics, Part 3; Dr. Chang
- Dr. Kajal Ghoshroy received a RISE grant for research titled “Titanium Dioxide Nanoparticle Encapsulation and Cytotoxic Effects on Crop Plant Species.”
- Dr. Jean-Luc Grosso was reappointed as USC Sumter McDavid Professorship in Business Administration; the Professorship is awarded for distinction in teaching, research, and service to the university.

- Dr. Austin Jenkins selected as SGA Teacher of the year for 2015-2016.
- Dr. Sal Macias and students are presenting the following today at the annual South Carolina Psychological Association meeting in Myrtle Beach, SC.
  - “When Selecting Non-kin Favors Kin: Hamilton’s Rule Revisited;” Dr. Macias
  - “Scientific Literacy: A Survey of Student Understanding;” Dr. Macias and students Macy Charpentier, Tyler Taylor, and Anna Babb
- Dr. Ray McManus has 9 poems accepted for publication:
  - “Post Op,” “There is a Risk of Swelling, Bruising, Tenderness,” *The Healing Muse*, forthcoming 2016
  - “When a Dog Comes Back Rabid,” “We Were All Dead Once,” *Natural Selection*,” *Red Truck Review*, forthcoming 2016
  - “Caveman Survey,” “How Boys are Measured,” “Manspread,” *The Good Men Project*, forthcoming 2016
  - “For the Hardest to Reach Places,” *Prairie Schooner*, forthcoming 2016
- Dr. Hennie van Bulck
  - “Medical Practice Management: Winning Strategies Post 2015.” *Academy of Business Research Journal*, Academy of Business Research (ABR), Vol. 1, 2016, 115-129.
  - “Meaningful Use: An Examination of 2015 CMS Proposed and Final Rules.” Presented at the Academy of Business Research (ABR) Spring 2016 International Conference, New Orleans, Louisiana, March 23-25, 2016. The Abstract will be published in the ABR Conference Proceedings.
- Staff searches/hires: Successfully concluded search in Student Disabilities, hiring April Andrews, who is a former USC Sumter student and worked for us previously in the Records Office. Currently have a search underway in Student Activities and near completing a search for a new Palmetto College Coordinator.
- Faculty searches/hires: Successfully concluded a tenure track search in History, hiring Dr. Bianca Rowlett.

#### Campus/Physical Plant

- We continue our major deep cleaning and landscaping across campus; have pressure-washed exterior of three prominent buildings on campus; preparing to paint exterior of two buildings; replacing carpet in high-traffic public areas of administration building and painting.
- Last night we were honored to be awarded the “2015 Sumter Green Beautification Award” by the City of Sumter and Greater Sumter Chamber of Commerce

#### Budget

- Enrollment: headcount for spring is down by 17 students
- Working with enrollment consultants to improve fall enrollments
- Budget is balanced at this time.

## **USC Union, Dean's Report PCFS, Faculty April 8, 2016**

### **Students**

Enrollment is up for the Spring Semester (Headcount 758, + 20.13%, FTE 435, +23.58%, Palmetto College Headcount 36, FTE 25). That represents the largest undergraduate enrollment increase in the USC System and is mainly due to concurrent enrollment increases. Continued emphasis will be on full time regular freshman enrollment. New sports teams and student housing are two of the ways in which we hope to increase fall enrollment.

### **Faculty & Staff**

Faculty and staff received awards last night at our annual USCU Awards Program. Professor Ivey received the 2015/6 Teacher of the Year Award with Professors Aziz and Fatemi as runners up. Mr. Greer was named Adjunct Teacher of the Year and Mr. Gregory was named Staff Member of the Year. The English search is moving forward. We are reviewing approximately 85 applicants for this tenure track position. Mr. Brandon Simpson will begin work July 1 on a yearly contract as psychology instructor and Disabilities Services Coordinator. Dr. Charles will return to full time this fall allowing USCU to offer additional history courses.

### **Facilities**

1. Window panel replacement project in CB will be completed in 2016.
2. The roof on the Main Building is now leak free. Central Building is next.
3. Patron's Park architects have been hired and the work has begun, beginning with the Gazebo reroofing.
4. ASC will move to the ground floor of the main Building. Refurbishing of the old bookstore area has begun.
5. Commencement will return to the auditorium this April 30. Live telecast of event will be broadcast to any overflow in Truluck.

### **Budget**

The USCU budget is in very good shape despite a fall 2015 enrollment decrease. Ms. Lee and I have begun the budget process for the 2016/7 fiscal year.

**Committee on Libraries Report to the  
Palmetto College Campuses Faculty Senate**

April 8, 2016

Professor Rebecca Freeman

(USC Lancaster, PCC Faculty Senate Representative on the Committee on Libraries)

The Committee on Libraries met with Dean of Libraries Tom McNally and Associate Dean of Libraries Beki Gettys on March 24, 2016. During the meeting, the committee toured the new classroom and graduate study area that were created as part of the Library's efforts to reimagine their space. Dean McNally went over the budget that he would be presenting the week after the meeting, which included a discussion of librarian salaries and continued resource funding. In addition, Dean McNally would present an idea to the Provost regarding the need for adding a new box to the Annex and opening that box up to all libraries in South Carolina. This would coincide with PASCAL working towards a statewide system. Dean McNally is continuing to raise the needed funds for the South Caroliniana renovation. Lastly, there was discussion of the survey that was sent out to Columbia faculty regarding how they use resources, publish, and find information. The purpose of the survey is to help the library best serve the faculty and they will be able to use the survey to benchmark against other similar libraries.

## Courses & Curriculum Report to the Palmetto Campuses Faculty Senate (April, 2016)

Robert B. Castleberry

The Courses & Curriculum Committee has met once since my last report to you and will meet again this coming Monday. Because proposals are now exclusively processed electronically, the Committee currently does most of its work by email. Suggested changes to the curriculum should be available for general inspection on the Provost's webpage on Program Proposals. In addition, I remind you that interested individuals should check the USC Faculty webpage for reports on the Senate's actions on the committee's recommendations.

Since proposals are now processed electronically, I no longer get paper copies to peruse nor do I get a written agenda listing proposals requiring review... basically I just periodically go to the Provost's webpage and respond to the proposals listed there. The committee only meets face to face when a committee member requests extended discussion on a proposal (with a representative of the College or School), or (as we do Monday) to discuss policy matters and elect a Chair for next year. What this means is that I now seldom send out general reports to campus contact people. I will however continue to send out a "heads-up" if I believe that a proposal might need to be addressed by our campuses.

For what it is worth, we approved for Senate consideration the changes to the BOL and BLS degrees (concerning the Service Learning course) in our last virtual meeting. In truth, I find nothing greatly exciting in the courses we are considering for the Monday meeting.

Thanks,  
Robert  
rcastle@uscsunter.edu

Palmetto College Campuses Faculty Senate  
April 8, 2016 Faculty Senate Meeting  
USC-Lancaster

Report from USC-Columbia Faculty Welfare Committee

To: Palmetto College Campuses Faculty Senate

From: Shelley AJ Jones, Extended University  
PCC Representative to USC-Columbia Faculty Welfare Committee—2015-2018

Meeting Dates: February 15, 2016 and March 21, 2016

The Columbia Faculty Welfare Committee continues to focus on broader issues of communication that affect faculty across disciplines, units, and campuses. In its February meeting, CFWC considered the changes in prescription authorization protocol discussed at Columbia Faculty Senate, where faculty asked for a minimum of 6 months' notice for any plan changes (versus the 6-8 weeks given) to assure no interruption in prescription services. CFWC will reiterate this concern in a memo to Provost Joan Gabel, along with concerns regarding changes to Columbia campus parking, discussed with Derrick Huggins, the Vice President for Facilities and Transportation, at the March meeting. The committee is also investigating concerns over the Faculty/Staff Dependent Scholarship Fund form's statement of stringent eligibility requirements to be determined by the Office of Admissions and unclear measures for merit in awarding the scholarship.

Further, CFWC is preparing a proposal to be reviewed by the Provost's Advisory Committee on Women's Issues (PACWI) for a fund for childcare reimbursement for conference attendance, to allow faculty on the tenure track to attend national conferences annually. In efforts to encourage collegiality, CFWC is piloting monthly faculty lunches at Preston's on the Columbia campus and considering ways to reinstate a social club with events open to faculty in all disciplines, units, and campuses.



April 8, 2016

## Conflict of Interest Committee (COIC) Report

The COIC met on March 29<sup>th</sup>, 2016. After members introduced themselves, Tommy Coggins led the meeting through the following agenda:

- Overview on USC Conflict of Interest (COI) Policy and Procedures and the Role of the COIC.
- Review of the Current Disclosure Review Process with Recommended Modifications.
- Managing Conflicts of Interest
- Review of Individual Disclosures (Confidential)

The current disclosure review process was discussed in detail with comments from committee members about modifications that might be made. As part of this discussion, the new Professional Activity and Financial Interest Reporting System (AIR) was covered. For those who have not submitted the annual outside activities reporting form, this is the new electronic version that allows faculty to submit, review, and track the outside professional activities and financial interests that we once submitted by paper.

Many of my colleagues are not aware of why the reporting of professional activities and financial interests is important. If applying for an NIH or NSF grant, it is one of the first documents reviewed to see if there is a Financial Conflict of Interest (FCOI). In 2012, this committee worked on updating the USC policies to match new directives from the NIH and NSF. The NSF regulations are not as strict as those from the NIH. USC elected to go by the NIH regulations which covers both NIH and NSF requirements.

FCOI – USC Policy – RSCH 1.06 D.

“A financial conflict of interest exists when the University through its Reviewing Official(s), reasonably determines that the significant financial interest could directly and significantly affect the design, conduct, or reporting of the sponsored research/project.”

The Reviewing Official and/or the COIC using information in the Disclosure, may determine that there is no reasonable basis that a project could affect the

financial interest and/or the design, conduct, or reporting of the project. The Reviewing Official or Committee would report that the project could proceed without further review. It is when a project is found by the University Reviewing Official that it could have an impact on the financial interest (which could affect the design, conduct, or reporting of the project) that the COIC becomes involved in decision making that determines what actions are required to manage the COI.

A COI does not mean that the project will not move forward for possible funding by the funding provider. When the Reviewer finds a possible or existing COI, the COIC will be involved. All documentation is forwarded to the COIC who works with the Reviewing Official to make sure that the conflict of interest is managed correctly. Once the grant proposal moves forward, the investigator would file an update to the existing information reporting a new significant financial interest.

Once the review has been completed, failure to provide an acceptable conflict management plan will result in no funding. However, the completion of a correct plan will result in the information being reported to the funding agency as is required. If the funding agency reports that they see no conflict or that it is being managed correctly, the funding request may result in funding. If for some reason, we did not catch a Significant Financial Interest then the funding agency would contact USC to let us know that they determined there was a SFI. Since USC has evidence to show that these grant proposals are carefully reviewed, this would most likely just require an acceptable Management document submitted to the funding agency.

After completing the discussion about COI and COIC, three COI sets of documents were reviewed. All required documents were there including a satisfactory management plan. After questions from the Committee, they were approved. When the Committee members were asked for questions about the entire process, some of the new members expressed concerns that many of us who have been on the Committee have addressed previously. Questions about why we have to disclose financial information and how it is protected with the public having the Freedom of Information Act (FOIA) supporting their request for information. The COIC and the USC Administration have tried to protect us as much as can be done with the FOIA. Since many of the proposals involve drugs under the NIH funding, there is a concern that someone could get the actual information to use in their own companies.

Please do not hesitate to contact me for further information.

Noni M. Bohonak, Ph.D.

Palmetto Colleges Representative to the  
Conflict of Interest Committee

USCL

Phone: 803-313-7136

Email: [nbohonak@mailbox.sc.edu](mailto:nbohonak@mailbox.sc.edu)

Proposed Revisions to the *Palmetto College Campuses Faculty Manual*  
 Palmetto College Campuses Faculty Senate  
 University of South Carolina

Brief Title of Proposed Change	We request the Registrar’s office to reserve PCAM as the designator for our Palmetto College courses.
Committee Proposing Revision	System Affairs
Date of Presentation to Senate	April 8, 2016
Senate Approval Date	April 8, 2016

**Rationale for Proposed Revisions**

In response to a request from System Affairs committee for information regarding a possible designation change for RCAM courses, we received a memo from Dr. Chris Nesmith stating that RCAM (and UCAM) courses are under the oversight of the Palmetto College Faculty Senate, and that we could change the designator to something that would reflect our new name—such as “PCAM.” However, the “PALM” designator is under the oversight of the Columbia Faculty Senate, and any changes to that designator (or new courses added under it, etc.) would have to be approved through the Columbia Faculty Senate. He also provided the committee with a list of existing courses with RCAM, UCAM, and PALM designation. He also provided us with a list of RCAM courses that were no longer offered at PCCs:

The following courses with “RCAM,” “UCAM,” and “PALM” designators are currently listed in the Academic Bulletin (2015-16):

- RCAM 104 - Foundations of Composition
- RCAM 105 - Contemporary College Mathematics
- RCAM 106 - Foundations of College Algebra
- RCAM 141 - Introduction to Computer Keyboarding
- RCAM 151 - Computer Literacy and Application
- RCAM 201 - Introduction to Internet Research
- RCAM 205 - Foundations of Leadership
  
- UCAM 110 - Careers in Education
- UCAM 120 - Effective Reading
  
- PALM 493 - South Carolina Studies
- PALM 494 - Internship
- PALM 495 - Service-Learning

“UCAM” was a designator in use before the “RCAM” designator was created. These courses have not been offered in a while.

Of the “RCAM” courses, the Academic Deans have confirmed that their campuses do not offer the following courses:

- Lancaster: RCAM 104, RCAM 106, RCAM 201
- Salkehatchie: Does not offer any of these courses.

Sumter: RCAM 104, RCAM 106, RCAM 141, RCAM 201.  
Union: RCAM 104, RCAM 106, RCAM 141, RCAM 201.

Faculty from USC Sumter has requested that few of the RCAM courses be preserved, as they said they were begun in 2011.

**Summary of Proposed Revisions**

System Affairs committee requested that the PCOL designator become a PC designator, in February 2016. However, we were informed that this designation is already in use for pharmacology. We are thus requesting that **PCAM** be the designator at this time to be exclusively reserved for us. We request that this be communicated to the Registrar.

**Section and page numbers of the current *Manual* for proposed revisions**

Current	Proposed

**Palmetto College Campuses Electronic Tenure and Promotion Implementation Team**  
**Project Director, Dr. Lisa Hammond, USC Lancaster**  
**Final Report**

April 2016

It was my intention during the last year of the initial implementation of the new online t&p process to present a comprehensive report detailing the accomplishments of the faculty, senators, staff, and administration who assisted in the development and implementation of these policies. The dynamic and challenging process did not allow for such reporting, and the list of thanks yous by now includes just about each and every one of us.

Suffice it to say that the implementation was successful, with two full t&p cycles now having gone through all levels of review online, and with largely only the minimal and expected bumps of such a large-scale enterprise.

Nothing, however, will suffice to express the gratitude each of us owes to the incredibly dedicated and conscientious team that made this process viable. Even eternal gratitude seems skimpy when offered to Jean Carrano, Bob Dyer, Summer Yarborough, and Randy Rollings, who worked always with grace, even when sometimes under fire. Many, many faculty members, staff, and administrators devoted expertise, resources, and untold hours of their time to this project as well—as they say, you know who you are. But I will note here a particular debt of gratitude to Andy Kunka from USC Sumter, university citizen par exemplar, who engaged in many complicated discussions over these years, always offering sage and helpful suggestions.

What is included in this report is a list of the matters that this implementation has called to our attention that merit further thought. Online t&p has highlighted the many differences in how our campuses handle tenure and promotion process, both small and large. Does a committee alone decide whether ballots should be anonymous, or the faculty organization? or make modifications to the ballots? Does the academic dean vote? If not, can the academic dean add a letter to the file? The list that follows is neither comprehensive nor in any particular order; some matters require only a little thought and additional attention, while others will require action by our local faculty organizations or Senate or administration. The recommendations included here come from two years' of notes during the process, and reflect our faculty's wide diversity of thinking.

As we address matters that caused confusion or concern during the implementation, we have an ideal opportunity to continue to work together in faculty governance. It has been a great pleasure to work with you all these last several years, and I look forward to seeing the new directions our faculty organization and Senate take as we continue to strengthen our t&p infrastructure—in our important mission of building a strong and talented faculty to educate our students.

### **Continued Senate monitoring of the faculty manual and t&p procedures**

A number of once uncommon t&p matters have now become considerably more frequent. Aside from basic questions of fairness, attention to creating clear policies in these matters will help the university avoid grievances. Recommendations:

- create a mid-year tenure application process, so as not to disadvantage faculty hired mid-year by a semester shorter probationary period (currently under consideration in Senate)
- define access to and application procedures for the rank of senior instructor (rank is available according to University policies and procedures but is not defined in our faculty manual)
- work with all levels of administration to create clear policies for hiring administrative leadership into tenured positions (the abbreviated tenure consideration that formerly was part of these hirings is now no longer viable, but no procedure has been defined to support administrative hires or to guide local or system committees)
- consider requesting recent t&p candidates to assist in developing recommendations for preparing electronic documentation (many candidates have already voluntarily chosen to submit electronic documentation; recommending best practices for the organization and preparation of such documentation would be of great benefit to candidates, who already have substantial t&p work to do)

### **Resolving issues with the constitution of ad hoc t&p committees**

As the numbers of faculty hired in recent years increase, the Palmetto College Campuses Faculty Senate Executive Committee is being called on with the Chancellor regularly to appoint ad hoc t&p committees for campuses without enough tenured faculty to support a full local t&p committee. This is increasingly the case with full professor applications as well. Standard procedures for this now common practice should be established to ensure the integrity of the t&p process and to allow the online t&p system administrator time to guarantee due diligence in file sharing with only authorized individuals. Recommendations:

- create a clear appointment process within the committee
- designate a single point of contact to coordinate requests and to communicate roster updates and a final roster to the online t&p system administrator
- increase communication with Senate about the methods of constituting these committees
- spread requests as much as possible to avoid unduly burdening faculty members with repeated requests to serve on multiple committees or over multiple years
- ensure that a temporary chair of the ad hoc committee is appointed to conduct an election within the full committee; committee chairs proper should not be appointed, but elected
- recuse untenured Executive Committee from duties related to selecting membership

### **Clarifying local policies and addressing any problematic inconsistencies in procedures across campuses**

Local campuses retain significant autonomy in their t&p processes, but the centralization of file management and greater visibility of t&p procedures has created a great deal of confusion for staff members unfamiliar with the intricacies of each campus's local particularities and has raised many questions for faculty who wonder why basic procedures are so different across campuses. Consider either written policies for each local campus detailing local policy or creating system-wide consistency. Recommendations:

- clearly define academic dean file access and voting rights (each local campus faculty organization may determine whether academic deans vote, but not all units have academic

deans, not all academic deans are tenured, and precedents for when and how an academic dean may vote are often based in foggy histories; in all cases, however, local procedures must be communicated on the system level to insure files are provided at the appropriate time to the appropriate individuals)

- consider management of quite different local campus t&p ballots across the Palmetto College campuses (clarify what body may create and modify ballots, clarify when revised ballots must be provided to the online t&p system administrator to insure committee access in voting, continue discussion of a possible simplified common ballot across campuses)
- local faculty organizations may wish to consider asking newly elected t&p committees to convene immediately upon election to elect a chair for the upcoming year (chairs of t&p committees serve as an important contact between the online t&p system administrator and the local committee, and rosters need to be established early in the fall since chairs are granted access to file sharing on multiple levels)

### **Provide support and training for faculty and staff engaged in the t&p voting process**

Fortunately the Palmetto College campuses have provided increasingly strong support to candidates—and I am certain will continue to make this a priority—but with the implementation of the online t&p process, more attention is needed to provide training and support for reviewers and administrative staff as well. Recommendations:

- consider a Palmetto College campuses system-wide student evaluation compiler, or bring local campus compilers together for an annual meeting to discuss procedures and to insure candidates have equal access to evaluation data across campuses (at times there have been considerable differences in the amount of information presented in candidate files, although it is unclear what is the cause of these differences)
- ensure that each local campus has a well-trained administrative assistant to handle ballots in the event that a local t&p committee chooses to proceed with anonymous voting (it is imperative that the anonymity of ballots be maintained without compromise when committees choose to proceed with anonymous balloting)
- ensure that t&p committee chairs are well educated about t&p procedures in general and the online process as well (for example, basic information about deadlines should be familiar to chairs, and results of anonymous voting should be provided in confidence to the committee following meetings, since vote tallying only occurs after the conclusion of meetings)
- Palmetto College campuses administration must protect the ability of staff members who are designated to support the t&p process to do their jobs effectively by allowing them focused and dedicated time (much of this work is detailed, time consuming, and invisible to those outside the process; job description creep is a concern)
- staff and administration may wish to consider whether other uses for the online t&p system software warrant an expansion of resources (system money could support more local campus and cross-campus projects, such as grant reviews and reference document sharing, but t&p server space is already stretched)

### **Inconsistencies in research support across campuses**

While inconsistencies have always existed, and while t&p committees generally take such matters into consideration carefully, as closer working relationships between campuses have developed with the launch of Palmetto College, access issues merit closer consideration. Recommendations:

- address inconsistencies in application processes and awarding of redefined teaching loads for scholarship for tenure-track and tenured faculty on all campuses



- determine whether access to funding support for professional and conference travel is consistent across campuses and solicit administrative support for those campuses needing stronger support for candidates
- consider methods of providing access to supportive and knowledgeable t&p mentoring for tenure-track faculty across campuses

**Consider revisions to the faculty manual to clarify third-year review procedures for candidates**

Some current manual language states that all t&p procedures are the same for third year review, though this has not been the practice on most campuses. Recommendations:

- provide clarification that local committees may set deadlines as desired, and create a policy by which those deadlines must be communicated to candidates, or clarify that third-year review files are due on the same schedule as t&p files (clear and consistent deadlines are critical to allow candidates ample time to prepare files; making files available for third-year review also depends on the online t&p system administrator knowing when files are being reviewed)
- provide reinforced clarification that narrative summary of teaching evaluations and external review are not part of the third-year review process

**Consider the creation of t&p guidelines documents**

Previously Senate had insufficient support to create and maintain such documentation, but the implementation of the online t&p process has created a strong support structure that could be expanded, and the Palmetto College Faculty Senate Coordinator could provide assistance in this process as well. Recommendations:

- consider a general guidelines document, akin to the so-called goldenrod guidelines of USC Columbia, to provide recommendations and procedures to support candidates without becoming part of the official policies in the faculty manual. A guidelines document of this sort would allow for stronger ongoing support of candidates and could be modified without full administrative review through the Board of Trustees.
- create a multi-year reference listing tenure clock dates (official start date of tenure clock, third-year review, decision year start date as an assistant professor), to enable candidates and committees to easily determine when tenure actions will occur

**Finally, continued consideration of t&p policies overall**

Much discussion has ensued over the last two years across campuses about t&p matters: deadlines for file submission and external review, external review procedures, improving student evaluation mechanisms, and collection and availability of student evaluation data both within the t&p process and prior to the actual application. These important conversations take considerable time and energy, and are well worth faculty investment in them (even when they may seem interminable!). I applaud the Senate for continuing to energetically engage these key issues.