GENERAL FACULTY MEETING
September 4, 2002

PRESIDENT ANDREW SORENSEN – The last time I was in this room I talked to you about what I would do if I were elected the President of the University of South Carolina. For the most part we have had a good start, I will be talking to you about one or two bumps in the road but I am very pleased to be here with you today.

I. Call to Order.

PRESIDENT SORENSEN – I would like to call to order the September 4th meeting of the General Faculty.

II. Approval of Minutes.

I ask for a motion to approve the minutes of May 2nd as they distributed to you. Are there any corrections or emendations? Hearing none, I call for approval of the motion. All in favor say aye. Those opposed. Carried.

III. Report of President.

PRESIDENT SORENSEN – My wife Donna and I have been uniformly welcomed throughout the State, through the Columbia community, and with the Carolina family. We have been given a remarkably cordial and gracious reception and we are truly grateful for that. I am very appreciative of that and it has been extended throughout the State.

I will tell you a little bit about some of my events of the past few days. I began the day here yesterday morning early, went down to Charleston for a meeting with Bobby Harrell (who is the Chair of the House Ways and Means Committee) and then wound up driving up to Laurens (which is the northwest corner of the State) late in the evening and coming back at a late hour. Traversed much of the State in one day but it has been that kind of experience for me and I am delighted with the opportunity to represent the University of South Carolina in all of those venues.

Those of us in institutions of higher education face, in the words with which Charles Dickens immortal classic A Tale of Two Cities begins: “It was the best of times it was the worst of times.” It is the best of times because of the magnificent intellectual discoveries awaiting our gifted scholars on the faculty, because of the remarkable brilliance that our students bring. I have very vivid memories of what discussions were like in the classes that I attended as an undergraduate shortly after the earth was cooling. And I confess that many of those could hardly be characterized as pregnant with intellectual vitality. It was my pleasure to participate in an orientation program for our incoming freshmen in which they were assigned Catcher in the Rye by Don Greiner and his staff. I had ten incoming freshmen. I spent an hour and half discussing with them the
ideas, the perspective that J. D. Salinger has, and it was an exciting opportunity for me. It reminded me of why I had chosen to enter the academy in the first place. The kind of sheer enjoyment that I receive from presenting ideas to students who haven’t had those ideas presented to them before, helping them to look through a prism behind which they have never stood, seeing things that they hadn’t seen in quite those ways. Then I said to myself “Why am I a university president?” Because it really is a lot of fun doing that, but it is also a lot of fun doing this job – most of the time. So I want to talk to you a little bit about that. But the point of the story is that we got some absolutely terrific and very talented young people – that we are very fortunate to have. So these are the best of times. A great faculty. Scientific discoveries before us that we have only begun to understand – only scratched the surface of and so much lies before us and the students are eager to learn, excited about learning.

But it is also the worst of times because of the dire fiscal straits in which we find ourselves. In April, when the Board of Trustees was attempting to persuade me to move from Alabama to South Carolina, they talked about the wonderful support that the University has throughout the State and indeed that is very true. I witnessed that in generous measure in my travels yesterday and my travels the day before. But when I asked Rick Kelly, who is our Chief Financial Officer, to present me with a budget on my first day in office, Monday, July 1st – he said: “Mr. President, we are $18 million short of where we were last year.” So we had an $18 million cut. Now having been through budget processes on numerous occasions over many years and multiple institutions, I asked him to sharpen his pencil and give me a more refined number. A month later he came back and the actual number was $19.7 million. So it was closer to a $20 million cut. A few days ago I went up to Sumter to meet with the legislative delegation in Sumter and asked them what they predicted in terms of the magnitude of the budget cut and they were somewhat evasive. I told them that I would be meeting with Bobby Harrell and they said well ask him because he is in a better position to know more precisely that we are. So Bobby and I had lunch together in Charleston yesterday and he said it is going to be closer to 5% than 2%. There is definitely going to be a cut, but we don’t know precisely the magnitude. If it is 5% cut, and he thinks it will be close to that if not at 5%, that is another $13 million. So that is a $33 million cut in my first couple of months as President. I hope you all don’t infer a causal relationship between my arrival and the cuts in the budget. That is a huge number. So even when I got the first number of $18 million I decided that part of my definition of leadership is leading by example. So I reduced the budget of the staff in the President’s Office by over $300,000 my first day, reduced the $200,000 subsidy to the Faculty Club my second day and I made an additional series of cut of over $100,000 in the President’s Office staff in the month’s since July 1st, not counting July 1st reductions. So I am leading by example. I am showing that cuts begin in the President’s Office and that I am not exempt from those cuts. So I have given each of the vice-presidents the mandate to be prepared for a 5% cut in their budgets. And, of course for those of you on the faculty the person who is going to pass along that news to you in very concrete ways is Dr. Odom, who is sitting in the front row here. Each of the vice-presidents is going to be visited with precisely the same proportion of cuts and I give the vice-presidents complete latitude to decide how to administer those cuts – that is up to them. In Jerry’s case, working with the deans and the
associate provosts and his staff to determine precisely how the cuts will go. I have given no particular formula I am just saying the net back to me to give back to the legislature is 5%. In this situation we cannot sit and simply gnash our teeth and moan and cry: “Alas woe is me.” Rather I think of it as a challenge for us to clarify our vision, develop a strategy for achieving that vision and then pursue relentlessly the financial aid and intellectual capital to realize that vision. So I pledge myself to do just that.

In the time allotted to me today, I simply cannot lay out all the elements of that plan, but I will present to you an outline for the future of this great university. I say outline, because I want to adumbrate its scope, its nature, its parameters. And I say “a” vision, because as this vision evolves and each of you who is interested in fashioning it participates in its evolution, it will become our vision. So notice I am not using the personal possessive pronoun “my vision,” I am saying “a” vision. The reason I am saying “a” instead of “our” is because you haven’t heard it, you haven’t had a chance to participate in its formulation, and I want that to happen so it will become our vision.

Allow me to begin my describing the relation of this vision to the tripartite mission of all research universities throughout the United States: research, teaching and service. If we are to achieve the goal clearly articulated by our Board of Trustees and validated in the SDI to become a national eminent university, we must ratchet up substantially our research enterprise. Our research awards dropped from $123 million in fiscal 2000-2001 to $109 million in 2001-2002. That is a $14 million dollar drop. Now that is in awards, and not in expenditures. Expenditures are a truer measure of our research productivity. But we are in a period of unprecedented growth in federal funding for research. National Institutes of Health has a program to double its budget in 5 years. The National Science Foundation has a similarly ambitious goal. I have been lobbying on the hill in Washington D.C. for 20 years for research universities from a variety of states with quite different congressional delegations. I have never, ever seen such strong deep and bipartisan support for the research agenda of our nations universities – ever. It is truly extraordinary and it is imperative that we take advantage of that.

As one example, which is not trivial but illustrates this dramatic expansion, as some of you know through an article that appeared in the newspapers throughout the state, I was appointed by Secretary Thompson to the Council on Public Health Preparedness. At our meeting in Washington on Monday and Tuesday, Tony Fauci the Director of the National Institute for Allergy and Infectious Diseases, whom I worked with when I was Executive Director for the AIDS Institute at Johns Hopkins Medical Institutions, announced that the increase in biodefense research would go from $275 million this fiscal year to $1.75 billion next year. That is an increase of $1 billion 500 million in one year alone.

Now those of us who are committed to the integrity of the academic enterprise need to make absolutely certain that we do not let the financial tail wag the academic dog. So we should not go after grants and after opportunities for funding merely because the funding is there. Rather we need to explore areas that are absolutely integral to our research mission. But we ignore opportunities like that at our peril. We cannot sit by and
watch the State of South Carolina continue to give us decrements in funding while the
cost of operating the University keeps rising. The cost for the air conditioning, the
lighting for this room that we are sitting in – is going up. The cost for the use of
telephone services is going up. The volume of traffic on the internet is growing
exponentially by our faculty, staff, and students. We cannot sit on our thumbs while the
state appropriation goes down and expenditures of operating go up and say we are
immune to federal initiatives and opportunities for funding. We are not restricted to
federal funding, we can go to states agencies, we can go to foundations – but we need to
be sensitive to those geometric increases that are available for us.

All the while we ratchet up our research we must be vigilant in prompting
teaching with special emphasis on undergraduates. I commend the wonderful programs
that I have witnessed since coming here. I spoke to you about the orientation program for
the incoming freshmen. I also participated in a workshop for teaching assistants. I
became a TA in 1967 and I was told by the department chairman, “You will be a TA in
course and that course. Good luck.” One of the professors to whom I was assigned
is in a contest in my own mind for the two worst lecturers I have observed in my life. He
was one of the two leading contestants for that designation. He was dreadful, boring,
dull, unexciting and soporific. But he was an eminent scholar in his field, nationally
eminent. So after the first two class meetings he said why don’t you teach the class for
the rest of the semester. That was my preparation for being a TA. So I lectured for him
the rest of the semester and, of course, he appealed to my vanity and I was delighted for
the opportunity of standing before all these bright Yale undergraduates. But I was
exploited shamelessly by him in that circumstance. However, the point in telling you that
story is that we are doing an infinitely better job than the preparation that I received. I
received zero preparation. He never sat in the back of the class and monitored me and
told me how terribly I was doing because I made a huge number of mistakes and I
learned by doing. So we have this wonderful program for our teaching assistants and I
was delighted to participate in a part of that. So I, again, commend the University for
what they are doing. There is a shiboleth in the academy that teaching and research are
mutually exclusive. So if people say, “You are expected to do more research.” Many
people say, “Well what do you want me to do? Teach or do research?” It has been my
experience from my own research career and watching numerous other highly gifted
faculty members throughout the years that some of the most exciting teachers I had were
people who were excited by their research and came to the class and infused that
enthusiasm into the class. I have had that experience myself. I had a grant one time in
which I had 18 graduate students employed. I did a course concurrently on research
methodology and brought in what we were learning and what we were not learning, the
mistakes that I made in the design of the research analysis into the course. It was one of
the best courses that I ever taught, because I was bringing in observations from the
research project on a daily basis.

Also that means that we have to differentiate the balance between teaching and
research among the faculty. Again I will give you an illustration from Johns Hopkins. I
had a biophysics professor there who was the most dreadful lecturer (he is the other
candidate with the Yale professor in this contest between these two). He would stand at
the blackboard with the students behind him and write in microscopic script on the blackboard. He would speak to the blackboard while the students were behind him in barely intelligible words. Then he would do these complex equations and then he would stand back in sheer exultation over his brilliance that was manifested on the board in a fashion that was illegible and unintelligible to the students in his class. I decided after sitting in his class for two hours that I would ban him from all teaching. In the same department I had a very gifted researcher who in his mid 50’s who decided, in his words: “The fire had gone out in his belly.” He was bored and tired with his research, but he was a gifted teacher and a remarkable faculty member. He liked counseling students, liked advising them, liked explaining biophysics to them. He used to have a bevy of postdoctoral fellows in his lab but he no longer wanted them. The postdocs were working in this other fellow’s lab and he was terrific with the postdocs, but anyone below a postdoc was difficult for him to communicate with. So I recently suggested to Jerry Odom and to the deans that there might need to be arrangements of distribution of responsibility. It would have been ludicrous to have each of those physics professors teaching 2.0 classes per semester. And, again, I am not going to make any specific recommendations beyond that general observation.

Several years ago the Kellogg Commission suggested that instead of focusing on service and all that term has come to imply in the academy that we direct our energies to outreach. During my 36 years as a faculty member, having served on countless committees that accomplish virtually nothing, I heartedly welcome the opportunity to link concern about the University’s governance to concern about providing substantive benefit to the citizens of Columbia and especially although not restricted to all the citizens of South Carolina. I will give some examples of how we might do that in one or two minutes. Having sketched in highly truncated form this general overview about research, teaching, and service or outreach as I prefer to think of it, I should like to offer a few specific areas that require our collective attention and then close with my legislative agenda and then open it up for questions.

First, economic development. I have been told by those who were involved in these activities I am about the describe in the 1960s and 1970s that many South Carolina business representatives went to the Russ Belt in which I grew up and had the following mantra “Move to South Carolina, we have low wages, a hard working work force that is general unappreciative of unions and collective bargaining, and great weather.” We still have the terrific work ethic, we still have the great weather. But if you go to IBM or Dell or Genentech and say the reason you ought to move to South Carolina is because we have low wages and an anti-union mentality, that won’t work in the 21st century. So we need to develop partnerships with our colleagues in for-profit and not-for-profit corporations who are interested in bringing these high tech industries that have participated in the knowledge revolution, the information technology advances that have been so remarkable to develop facilities in this state. We need to help develop possible sources of revenue for university-industry partnerships. There are many universities where that has worked very successfully. Probably the most notable example is the research triangle in nearby North Carolina. North Carolina State started a new campus called the Centennial Campus. Examples abound in the Silicone Valley as well. Also near the University of
Texas at Austin, the University of Michigan at Ann Arbor, the list goes on and on of universities that have entered into these partnerships. We must take great care to protect the integrity of the university, the integrity of the scholarship that goes on in the university. But we can have financial benefit accrue to the university. We shouldn’t engage in these endeavors because of the financial benefit. But the financial benefit can be a serendipitous effect of those kinds of partnerships.

If we are going to appeal to South Carolinians to remain in South Carolina - and that is clearly the goal of the Board of Trustees and of the Legislature that the students who come to our university can find jobs here. I was in Laurens, South Carolina last night. Laurens County up in the northwest part of the State and met with all of the local legislators. I had dinner in my typical fashion 15 to 20 minutes at this table and another 15 or 20 at another. We used to have the progressive dinners when I was a kid at our church. We’d have soup at the Sorensen’s, the entrée at the Smith’s and the dessert at the Jones’. Well I do the progressive dinner in the same room – I just go from table to table and from one course to the other. So I spoke with each of the dozen or so legislators assembled there for that dinner/barbecue (it was terrific barbecue by the way) and each of them lamented the loss to their respective communities of young bright residents in those communities who had grown up there, who love it there and want to return there but weren’t going to return to their respective villages because there were no jobs for them. They come here, we give them degrees, give them sophisticated skills for inquiry/for communication/computer expertise and then they go back to their respective communities. One of the legislators there runs a feed and seed store and he said, “What is a kid who grows up in this community going to do when he comes back? I have the biggest business in town. They can carry feed sacks from the back of the store to the front of the store to the pickup trucks that pull up in front.” But we have stimulated great aspirations in our students. If we don’t work successfully to cultivate opportunities for their skills, we will continue to have thousands and thousands of South Carolinians coming to graduate from the University of South Carolina and then leaving to provide the intellectual capital for other states. I think that we ought to try to do a better job for South Carolinians.

We also need to substantially increase our philanthropy. We need to have more people giving to the University. If we realize the kind of vision that I have laid out, it is going to require a dramatic increase in our budget. We are going to have a lot more money to do the kinds of things we need to do and that is going to require more money. I have been on the road raising money. We are playing UV on Saturday and I am going up to Virginia on Thursday night. I am going to have meetings with wealthy Virginia alumni of the University of South Carolina. I have a series of brunch, lunch, dinner and in between meetings working these people over. My Daddy was a Presbyterian minister and our family survived on how the offering plate was filled on Sunday. I have absolutely no embarrassment about passing the offering plate, even if there is only one person in church. So I have these small intense worship opportunities. So I am used to doing that and have modest success in doing it, I enjoy doing it and enjoy raising money. But I can’t do that all by myself – we all have to work together on that and have to be committed to that.
I just got my Yale alumni magazine. The endowment of the University of South Carolina is $300 million. The endowment of Yale University is $10.9 billion. We have 25,000 students, Yale has 8,000 or 9,000. “Go figure,” as Casey Stengle used to say. We have to do a much better job of raising money. If we raise $100 million in the next two years, that spins off $5 million a year as we draw down at 5%. So I raise $100 million, I raise the budget of the University by less than 1% because our annual budget is $660 million. So if I am going to raise the budget of the University by 1%, I have to raise $132 million. If I am going to offset the $33 million cut by the legislature, I have to raise nearly $700 million in endowment to offset the $33 million cut by the legislature. That is the magnitude of the task before us.

There are five places where we can secure funding:

a) State Legislative appropriation, which is going down.
b) Tuition – we are having a lot of discussions about tuition but I think we have got to be concerned about our accessibility to all the citizens of South Carolina. We simple can’t put 100% of the burden of responding the budget cuts on the back of our students and their families.
c) Grants and contracts – which I think need to be up substantially,
d) Gifts – which we need to do much more of.
e) Auxiliary enterprises such as the bookstore, dining services, licensing and patent royalties, and scientific partnerships: in for-profit entities, such as the USC incubator.

That is the task before us. Now let me conclude with our legislative agenda and then I would happy to respond to questions or comments you might make.

Number one priority for me -- there is nothing even close to it -- is improve faculty and staff compensation. It is the number one agenda item. But we can’t rely only on the legislature to do that, so I am going to present some challenges to the vice-presidents and the deans to develop increases for faculty and staff, because we are below our peer institutions. Especially our peer aspirant institutions, the institutions to which we want to become equal. My intermediate goal is for us to be in the top 50 public universities in the United States. If we are going to do that, the group of universities which we will join have substantially higher salaries for their faculty at all levels, at all ranks, and for their staff. We will be presenting a proposal to you as to how that might be done.

We also need to increase funding from the General Assembly. And, that is going to be a Herculean task but I will be relentless in pursuing that goal.

We desperately need renovation of existing buildings. Many of our facilities are in a sad state of disrepair. We need urgently to construct new facilities. There are proposals that were on the table before I became president which I am continuing to move along for a new Law School campus and for a School of Public Health building. We are going to begin construction within a month of a 500 bed residence hall over
behind the computing center. Bill Hogue has given us the air rights to build it on top of the computing center. I was just jesting because I wanted to make sure that Bill was awake – we have a meeting later in the afternoon. The so-called honeycomb residence halls are going to be torn down. Jerry Odom insists that this University is about academic research and teaching and we need academic and research and teaching facilities there. I am listening very closely to my Provost. He is nothing if not persistent, and is constantly reminding of the needs that we have and I support those needs. Whether we will build on that specific space or not has not been determined, but we desperately need new academic facilities.

It is a funny thing about being a president: when the deans and the provost give me a tour they always take me to the worst part of their facilities. It is appropriate that they do, so that I see the absolutely worst places. We have some parts of this campus that are frankly embarrassing, and I would not want to bring visitors there. We need to work on those.

And, I also want to share with you a fantasy that I have. It did not originate with me. It was in embryonic stage when I came here, but I am trying to nurture it and help bring it to birth with a number of people. Is to develop a new contiguous urban campus area – bound by Assembly avenue on the east, by the Congaree River on the west, by the Vista on north, and by Williams Brice Stadium on the south. In that whole area, we’ve got the arena that is being built there, Koger arts center, the Carolina Coliseum, the South Carolina Department of Transportation. We need to have what architects call the New Urbanism, in which we have an array of research buildings, obviously non-smoke stack buildings with these public private partnerships that I told you about: restaurants, hotels, pedestrian malls, stores, and for the president and his friends – bike paths. That would require the collaboration of the University of South Carolina, the City of Columbia, Lexington County, Richland County, the State of South Carolina, and some federal funding. So various groups of us are working on bringing this to reality. Now when you tell your friends and neighbors about this, if you choose to, make sure that they understand that the University is not going to build the hotels, because I have had a meeting with the Greater Columbia Hotel and Motel Owners Association and they only have 9,000 beds in the greater Columbia area. They feel very strongly that we should not add 120 beds to the capacity because we would put them all out of business. I need to be sensitive to those concerns. If we do build hotels down there, the University will not own and operate the hotels – somebody else can do that.

These are all legislative agenda items now. We need to strengthen the town/gown relationship between the University and the municipal and state officials, both elected and appointed, so I keep visiting all these legislative delegations. I have launched the bow tie bus tour. We are going to be traveling all over the state in buses and talking to legislators, Rotary clubs, preaching in a few churches on Sundays. If any of you belong to temples, I would be happy to go to shul and give the message there as well. We are talking to local high schools, guidance counselors, anybody who wants to talk to us to get the message out about some exciting things and opportunities that are developing here. We need to secure relief from needlessly complex and highly bureaucratic regulations.
For example, if this new campus is going to be constructed, time and convenience in securing contracts is absolutely essential. Now we can’t do what those of you who have been involved in building know as design-build. We have a series of bids and then come back to bid. You bid the architect and when that is done then you get the architect to develop the plans. Then you bid the construction and frequently, as I know from years of experience, this adds millions of dollars to the cost of the project because prices continue to escalate as this complex bid process is going on. Now it is important for us to be ethical and have acutely developed moral sensitivity in all that we do, but it is also imperative that we try to find ways to cut through all of this red tape. So I have been working with individual legislators on that and I have gotten some informal support to draft some legislation to secure relief from these regulations.

We will continue to solicit funding for hot projects such as nanotechnology. The South Carolina Legislature gave $1 million in each of the past three years to fund our nanotechnology initiative. If you have initiatives for which you think I could generate enthusiasm from the legislature, then I ask you to forward them to your respective department chairs, to your dean, and then to Provost Odom.

Then finally, but certainly not least, we need to improve dramatically access to USC for financially needy South Carolinians. As we continue to raise the admission standards in terms reflected in the average SAT scores, we need to make sure that we don’t preclude access for people who haven’t had the advantage of affluent upbringing with all the kinds of stimuli and advantages that that kind of upbringing has in a direct effect on scores on standardized tests.

In spite of the difficulties before us, which I have presented to you candidly, I am very excited by the challenges that I have faced. I am intrigued by the opportunities and I promise you that I shall never tire in pursuing them. Thank you. (Clapping)

I’d be happy to respond to any questions or receive any comments you might have.

PROFESSOR CHARLES MACK (Art) – I am an art historian and for years I used to think that publications I did resulted from research. Later I was told that I was doing scholarship rather than research. What is your definition of research?

PRESIDENT SORENSEN – I would call what you are doing research. We have a wonderful system in the academy of evaluation. There are art historians around the country who are highly capable of assessing what I call your research. But if somebody else wants to call it scholarship that is fine with me. It doesn’t change what you do.

PROFESSOR MACK – It had to do with money being brought in. I don’t bring money in.

PRESIDENT SORENSEN – And, so if you don’t bring money in, that is a bad thing?
PROFESSOR MACK – That was the impression that I had gotten.

PRESIDENT SORENSEN – Well I think that is unfortunate. I don’t want to comment on your specific circumstance because I don’t know it. But there is an increased budget, and modest increases in the budget of the National Endowment for Humanities and the National Endowment for Arts. I am very good friends with some highly gifted poets and the poets I know don’t bring in any money to the university but do absolutely brilliant work. So I can’t respond to that more specifically but I am aware that we have an array of people involved in an array of activities.

PROFESSOR MACK – Can I follow up?

PRESIDENT SORENSEN – Yes.

PROFESSOR MACK – The other question responds to your story about the good teacher and the good researcher. I think that is fine. I think one needs to play to one’s strong suit. How do you reconcile that with tenure and promotion guidelines that are already in place?

PRESIDENT SORENSEN – I don’t know what the tenure and promotion guidelines are. Provost Odom is giving remarks right after me. Provost Odom will address that issue. I used to be a provost and I used to chair the tenure and promotion committee at the University of Florida that evaluated between 200 and 300 faculty members per year. And, I remember the president standing at the podium and calling on me to answer questions like that so it is a wonderful opportunity to be here. Anybody else? Any other questions or comments?

PROFESSOR SUSAN SCHRAMM (Education) – You mention that your first goal would be to improve faculty and staff compensation?

PRESIDENT SORENSEN – That is correct.

PROFESSOR SCHRAMM – Could you elaborate a little bit more on is that tied to merit pay? And I could piggyback onto his question and say that…………..

PRESIDENT SORENSEN – I am a firm believer that there should be a positive correlation between quality of scholarship and performance in all areas of one’s work in a university and one’s compensation, given the peer group that you are in. I have always felt that way. Not to do that is to be unfair to the people who work very, very hard and produce enormously in comparison to people who don’t. And, of course, all comparisons are within a peer group. So in this University the highest paid person is a football coach.

Any other questions? Comments? Okay thank you very much and without any further ado I will call on Provost Odom. (Clapping)

IV. Report of Provost.
PROVOST JERRY ODOM – Professor Mack I do assume that the President was serious when he said I should answer your question. So I will answer your question in saying that I think the beauty of our system here is that the local unit defines the criteria. So whatever your unit feels is important that is what will be developed.

The Faculty Manual says that the Provost will report annual to the General Faculty the results of the tenure and promotion process and so here is my report and this is of May 30, 2002. We have this year 107 total decisions both tenure and promotion. As to the President, the President agreed with University Committee on Tenure and Promotion (UCTP) in 104 of 107 decisions – a 97% agreement rate. The President agreed with the Provost in 104 of 107 decisions – 97%. The President agreed with the Deans in 103 of 107 decisions. And, the President agreed with Chairs in 84 of 91 decisions as we know there are some units, some colleges that do not have departments and thus do not have Chairs. The UCTP agreed with the Provost in 101 of 107 decisions - 94%, agreed with the Deans in 104 of 107 decisions - 97%, and, the UCTP agreed with Chairs in 86 of 91 decisions. The Provost agreed with Deans in 101 of 107 decisions, and agreed with Chairs in 85 of 91 decisions. Deans agreed with Chairs in 89 of 91 decisions. Of the 107 unit votes, 96 were positive and 11 were negative. I will give this to the secretary so that these can be placed in the minutes of the General Faculty meeting.

The other thing that we always do at the opening General Faculty meeting is to honor those who are coming and those who are going. To defer to seniority I would like to first of all honor our faculty who have been awarded emeritus status this year by the Board of Trustees. If you are here, I would ask you to stand and remain standing until I finished so we can all express our appreciation to you for what you have done for this institution.

John Adams – School of Music
Roger Amidon – School of Public Health
Nancy Babb – School of Nursing in Spartanburg
Carter Bays – Computer Science and Engineering
Beverly Busching – College of Education
Richard Conant – School of Music
William Cordray – USC Beaufort
Gerald Cowley – College of Science and Mathematics
Joseph Cross, Jr. – Law Library
John Mark Dean – College of Science and Mathematics (Informed me that he could not be here today.)
Leland Ferguson – College of Liberal Arts
Leonard Gardner – College of Science and Mathematics
Donald Gray – School of Music
Frederick Huston – USC Aiken
Thomas Johnson – Thomas Cooper Library
Jack Lyday – College of Education
Bill Mathias – College of Criminal Justice
Thank you very, very much for what you have done. (Clapping)

It is always our pleasure to welcome new faculty to the University of South Carolina and to ask the Deans to introduce their new faculty. To preserve some time if I could ask the Deans to just simply stand where they are and speak loudly. And, if the new faculty, some are in class at the moment I know that and have other commitments, but those who are here if you would stand and remain standing until your Dean has introduced everyone in your college who are new faculty. First is Dean Joel Smith from the Moore School of Business.

DEAN JOEL SMITH – We have eight new hires, five of them are with us today and we all happen to be sitting right here.

    -First, David Crockett, who comes with a PhD from the University of Arizona and he will be an Assistant Professor in Marketing. He joins us after two years at Harvard University.
    -Shingo Goto, PhD, UCLA, Assistant Professor of Finance.
    -Andrew Gold, PhD, University of North Carolina at Chapel Hill, Assistant Professor of Management Science.
    -Scott Jackson, PhD, University of Nebraska, Assistant Professor of Accounting.
    -Scott Vandervelde, PhD, University of Iowa, Assistant Professor of Accounting.

PROVOST ODOM – Welcome. (Clapping) **College of Education**, Dean Les Sternberg.

DEAN LES STERNBERG - We had eight new hires in the College of Education this year. I am going to present them by department:

    **Department of Instruction and Teacher Education**
    -Gretchen Altman is assuming a Clinical Instructor position and has a Masters Degree in Elementary Education from Indiana University.
    -Dr. Lora Bailey received her PhD in Curriculum and Teaching and Childhood Education from Auburn University. She is going to be joining us as an Assistant Professor in the Department.
    -Wanda Calvert, another new Clinical Instructor, is currently a doctoral student in Elementary Education at the University of South Carolina.
-Dr. Stephen Thompson is also joining us as a new Assistant Professor but he is unable to attend today as he is teaching class right now. He received his PhD in Education and Human Development from Vanderbilt University.

Department of Educational Leadership and Policies
- Dr. Edward Cox received his EdD and CAS in Educational Administration from Northern Illinois University. He will be an Assistant Professor and joins us most recently from Ball State University.
- Dr. Freddie Smith is going to be beginning his term as an Assistant Professor in January 2003. He has his PhD from the Curry School of Education and Darden School of Business at the University of Virginia.

Department of Educational Psychology
- Dr. Ji-Yeon Lee received her PhD in Instructional Systems Technology from Indiana University and is joining us as an Assistant Professor.

Department of Physical Education
- Dr. Panayiotis Doutis has a PhD in Physical Education Pedagogy from Ohio State University and is joining us as an Assistant Professor.

PROVOST ODOM – Welcome. (Clapping) From the College of Engineering and Information Technology, Dean Ralph White.

DEAN RALPH WHITE – Thank you Jerry. We have eight new faculty in the College of Engineering and Information Technology.

- Dr. Jonathan Bender will join the Department of Chemical Engineering as an Assistant Professor. He received his PhD in Chemical Engineering from the University of Delaware. He will be working on nanotribiology.

- Dr. Liv Brakewood joins the Department of Civil and Environmental Engineering as an Assistant Professor. Dr. Brakewood earned her BS in Civil and Environmental Engineering from Cornell, her Masters in Chemical Engineering from the University of California/Berkeley, and her PhD in Environmental Engineering from the University of Connecticut while maintaining a 4.0 grade point average in all of those schools. She started her own company after she graduated with her MS and continues to work in active practice with companies like Shell Oil Company. She will be doing work on environmental engineering.

- Dr. Jim Davis unfortunately could not be with us today. He did his PhD at the University of South Carolina and has been working in industry for many years. He joins us as an associate professor in the Department of Computer Science and Engineering and as the Director of the department’s Very Large Scale Systems Integration (VLSI) Systems Design Laboratory.

- Srihari Nelakuditi has joined our Department of Computer Science and Engineering as an Assistant Professor. He earned his BS and MS in Computer Science
from schools in India and his PhD from the University of Minnesota in 2001. He will be
doing research in the area of wireless networks.

  -Dr. Gang Quan has joined the Department of Computer Science and
  Engineering. He did his PhD at the University of Notre Dame in 2002 and will be doing
  research in the area of VLSI and embedded systems design.

  -Dr. Song Wang joins the Department of Computer Science and Engineering as
  an Assistant Professor. Dr. Wang received his PhD from the University of Illinois in
  2002 and will be doing research in computer vision and medical imaging processing.

  -Dr. John Zachary has joined the Department of Computer Science and
  Engineering as an Assistant Professor. He received his PhD degree from LSU in 2001
  and was a Research Associate at Penn State before joining us. He will be doing research
  in the area of network security.

  -Dr. Xiaodong “Chris” Li has joined our Department of Mechanical Engineering
  as an Associate Professor. He received all of his degrees from the Harbin Institute of
  Technology and then served for many years at the Ohio State University where he
  received an Outstanding Achievement Award for his research. Dr. Li plans to do
  research on nanosystems.

Please join me in welcoming our new faculty members. (Clapping)

PROVOST ODOM – From the College of Hospitality, Retail, and Sport Management
  – Dean Pat Moody.

DEAN PATRICIA MOODY – We have three new faculty members.

  School of Hospitality, Retail, and Sport Management
  -Dr. Gyehee Lee who has a PhD from Purdue University and her area of research
  is International Tourism and Destination Marketing.

  Department of Retailing
  -Dr. Marguerite Moore who has a PhD from the University of Tennessee. Her
  area of research is Retail Strategy and Multiple-Channel Retailing.
  -Professor Heesun Seo who is a graduate of the University of Tennessee and her
  area of research is International Retailing.

PROVOST ODOM – Welcome. (Clapping) From the School of Law, Dean John
  Montgomery.

DEAN JOHN MONTGOMERY – Thanks Jerry. I have two new colleagues.

  -Brant Hellwig who has undergraduate law degrees from Wake Forest University
  and a LL.M in tax law from New York University. He practiced in Winston-Salem,
  clerked for the United States Tax Court in Washington, and most recently was an Acting
Assistant Professor at NYU Law School. He will be an Assistant Professor of tax law here.

- Andy Siegel who has an undergraduate degree from Yale and a law degree from New York University Law School. He is currently working on his PhD in History from Princeton. He clerked for the Second U.S. Circuit Court of Appeals and for the United States Supreme Court for Justice John Paul Stevens. And, he most recently joined us from practice in New York with the firm of Wilmer, Cutler & Pickering. He will be teaching constitutional law, criminal law, and legal history.

PROVOST ODOM – Welcome. (Clapping) From the College of Liberal Arts, Dean Joan Stewart.

DEAN JOAN STEWART - We have 21 new faculty members joining us this year. Several could not be with us today so I will introduce only the seventeen whom I believe to be present. Their accomplishments are great and their areas of research are gripping and varied but in the interests of time, I won't mention them. (Laughter)

Department of Anthropology
Laura Cahue, PhD from Michigan State University
Terrance Weik, PhD from the University of Florida

Department of Art
Jack Richardson, PhD from Pennsylvania State University
Karla Berry, MFA from the Art Institute of Chicago. Karla taught with us last year.

Department of English
John Muckelbauer, PhD from Pennsylvania State
Hyeson Park, PhD from the University of Arizona
Rebecca Stern, PhD from Rice University and having taught most recently at Ball State.

Department of Government and International Studies
Neal Woods, working on a PhD at the University of Kentucky.

Department of History
Associate Professor Carol Harrison, PhD from Oxford and having come to us from Kent State.

Department of Philosophy
Otavio Bueno, PhD from University of Leeds and having taught most recently at Cal State Fresno.

Department of Psychology
Scott Ardoin, PhD from Syracuse University
Jill Seibert, PhD from the University of Wisconsin-Madison
Rheeda Walker, PhD from Florida State University

And I take particularly pleasure in announcing the appointment of two senior members of the department:

Charles Mactutus, PhD from Kent State and most recently at the University of Kentucky.
Rosemarie Booze, PhD from Johns Hopkins University. She is our first holder of the Bicentennial Chair in Behavioral Neuroscience and also joins us from the University of Kentucky.

Department of Sociology

Mathieu Deflem, PhD from University of Colorado and most recently at Perdue.
Brent Simpson, PhD from Cornell University and comes to us from Texas A&M.

Welcome.

PROVOST ODOM – Welcome. (Clapping) It is my pleasure to introduce a new Dean of Libraries for us, Paul Willis – if you will please stand. He is from the University of Kentucky. Paul has joined us this year and is already making quite a splash in terms of what he is doing in the Library. And, Paul, I think you have someone to introduce.

DEAN PAUL WILLIS – University Libraries has one new staff member, Kate Boyd. Her library degree is from the University Michigan and she came here from the Library of Congress. Kate is a Reference Librarian at Thomas Cooper Library.

PROVOST ODOM – Welcome to you both. (Clapping) From our new College of Mass Communications and Information Studies we have a new dean as well, Dean Charles Bierbauer. Charles joined us this summer many of you may have recognized him from his CNN days. Charles, I think, has a new faculty member who is not able to be here but we’d love to hear about him.

DEAN CHARLES BIERBAUER – I am the new dean of the newly configured College and we have one new faculty member whose name is Thomas Klipstine. He is finishing his PhD at Bowling Green State and even before that has spent 25 years in corporate public relations with General Motors. Tom is in class imparting that knowledge to his students right now.

PROVOST ODOM – Thank you. (Clapping) School of Medicine, Dean Larry Faulkner. Dean Faulkner had a large number of clinical faculty instead I see Associate Dean Stan Fowler.

ASSOCIATE DEAN STAN FOWLER – The School of Medicine indeed has a number of new faculty in the Clinical Sciences and in the Basic Sciences. This afternoon I have the pleasure of introducing two new faculty in the Basic Sciences both of them are in the Department of Pharmacology, Physiology, and Neurosciences and we are exceptionally
happy to have them here and hope they will be integrating very closely with the Department of Psychology in their research activities.

- Dr. James Fidel, he received his PhD from Ohio State in 1998 after which he was at Vanderbilt in Tennessee working as a research fellow.

- Laurence Reagan, who received his PhD from the University of Pennsylvania in 1995 and subsequently did his post-doctoral work as research associate at my alma mater, the Rockefeller University. So I am especially proud to have him here. Thank you.

PROVOST ODOM – Welcome. (Clapping) From the School of Music, Dean Jamal Rossi.

DEAN JAMAL ROSSI - Thank you. We are pleased to welcome six new faculty members to the School of Music, several of whom are with us today.

- Scott Herring, who joins us as an Assistant Professor of Percussion, holds a Master of Music degree from Northwestern University and is a candidate for the Doctor of Musical Arts at Northwestern. Most recently he was named as an Artist-Clinician for the Malletech Keyboard Instrument Company.

- Kevin Karnes joins us in the area of Music History. Kevin holds the PhD in Musicology from Brandeis University. He also holds a degree in Trombone Performance from the University of Washington and degrees in Mathematics and Management Science from the Massachusetts Institute of Technology. His research interests are the musical culture of the late 19th-century Austria and Germany including the works of Brahms, Bruckners and others. He is also interested in the music of the English Renaissance.

- Lynn Kompass joins us as a vocal coach. Lynn holds the Doctor of Musical Arts Degree and the Master of Music from the University of Michigan. She has performed with groups such as the Chicago Civic Orchestra, the Chicago Chamber Musicians, Chicago Opera Theatre, Opera Brasil, the Sterns Vocal Institute, and numerous other musical endeavors.

- Carol Krueger is currently conducting the University Chorus, and is unable to be with us here today. She joins us after 20 years of public school teaching. She holds the Doctor of Musical Arts Degree in Choral Conducting from the University of Miami.

- Marina Lomazov joins us as an Assistant Professor of Piano. She holds the Doctor of Musical Arts Degree from the Eastman School of Music and has also earned the coveted Artist Certificate from that school. Marina has performed with numerous orchestras including The Boston Pops, Rochester Philharmonic, Spokane Symphony, and many others. She has performed on numerous recordings and radio broadcasts. In fact she will be performing on the opening concert of the South Carolina Philharmonic on September 28.
- Jacob Will comes to us after 15 years of being a bass-baritone with Zurich Opera. He has also performed with the New York City Opera, Vancouver Opera, the Bavarian State Opera, and the San Francisco Opera. He has performed with the San Francisco Symphony, the Vienna Symphonic Orchestra, and the New York Philharmonic. He holds degrees from the University of Cincinnati, College Conservatory of Music, and he also has a BS in Marketing from USC.

Please join me in welcoming these individuals.

PROVOST ODOM – Welcome. (Clapping) From the **College of Pharmacy**, Dean Farid Sadik.

DEAN FARID SADIK – Thank you Jerry. We have 28 new additions to the College of Pharmacy. No I am sorry. (Laughter)

PROVOST ODOM – Where did you get the money for that Farid? That is our 5% right there.

DEAN SADIK – We have two new additions to the College of Pharmacy and I am pleased to introduce them to you all.

- Dr. Eric Smith comes to USC from Ohio Northern University. He received his Bachelor of Science in Pharmacy from Rhodes University in Grahamstown, South Africa and also his PhD from Rhodes University. Dr. Smith completed a postdoctoral work at the University of California, San Francisco. He will be Associate Professor in the Department of Basic Pharmaceutical Sciences. His research interest is transdermal absorption.

- Dr. Jessica Webb comes to us from Texas Tech University. She received her BS in Pharmacy from the St. Louis College of Pharmacy and her Doctor of Pharmacy from St. Louis College of Pharmacy. She will serve as Clinical Assistant Professor at the VA Hospital where she will be a Primary Care Specialist.

Join me in welcoming them.

PROVOST ODOM – Welcome. (Clapping) From the **School of Public Health**, Dean Harris Pastides.

DEAN HARRIS PASTIDIES – Thank you Mr. Provost. The Norman J. Arnold School of Public Health is delighted to welcome 12 new faculty this year. Six of whom are here with me today.

- Department of Health, Promotion, Education and Behavior
  - Assistant Professor Stuart Usdan who received his doctoral PhD from the University of Alabama at Birmingham.
Assistant Professor Kristine Caldron with PhD from the University of Florida.

Department of Biostatistics and Epidemiology
- Research Assistant Charity Moore who is work is in biostatistics and has her PhD from the University of South Carolina.
- Assistant Professor Ivo Foppa who has an MD from University of Bern in Switzerland and a newly minted Doctor of Science degree from the Harvard School of Public Health.
- Professor Andrew Lawson who is just arriving from Scotland. Andrew is an expert in Spacial Analysis and received his PhD from the University of St. Andrews.
- And, last but not least, Professor Andrew A. Sorensen who has studied or taught too many universities to mention here today.

Welcome to all.

PROVOST ODOM – Welcome. (Clapping) We would also like at this point to thank Dean Pastides for assuming a second title this year. He has agreed to serve as Interim Vice-President for Research and has already started off doing a wonderful job. He and I are having regular meetings and we plan to present to President Sorensen information soon that we hope will increase our research funding. From the College of Science and Mathematics, Dean Gary Crawley.

DEAN GARY CRAWLEY – We have nine new faculty in the College of Science and Mathematics. Just two general comments before I introduce them individually. One is that there is about 13% women in the College of Science and Mathematics but I am pleased that this year five of the nine new hires are women. Secondly, is an illustration that we really search far and wide to pick the best faculty. Three of the new faculty that we picked crossed large bodies of water in order to get here to join us.

- Deanna Smith joins us as an Assistant Professor of Biological Sciences. Deanna received her PhD from Stanford majoring new Neuroscience. She has been a postdoctoral fellow at Duke Medical Center and more recently at Harvard Medical School prior to joining us in January.

- Renae Brodie is also an Assistant Professor in Biological Sciences. Renae received her PhD from the University of Washington in Seattle. Since then she has been a postdoctoral fellow at the Smithsonian Tropical Research Institute and again joined us in January.

- Ian Clark, Director of the Center for Science Education as a Research Professor. Ian obtained his PhD in Geology and Geosciences from the University of Adelaide and most recently he has been director of the Center for Environmental and Recreational Management at the University of South Australia. He just joined us two weeks ago.

- John Lavigne as an Assistant Professor in the Department of Chemistry and Biochemistry. John received his PhD from the University of Texas at Austin. He has
also been a postdoctoral fellow and visiting scientist in the Chemistry Department at the University of Texas before joining us at USC.

-Nancy Glenn as an Assistant Professor in the Department of Statistics. Nancy received her PhD from Rice University and she is also an alumna of USC. She received her BS here in the Department of Statistics. Nancy has also been an instructor at Rice University and I have a description of her research but I won’t go into that because of the time.

-Kerrie Nelson as an Assistant Professor in the Department of Statistics. Kerrie received her PhD from the University of Washington in Seattle. Her first degree was from the University of Auckland in New Zealand in Mathematics and she has also been a research assistant at Washington prior to joining us.

-Claudia Benitez-Nelson I know is not here. She is joining us as an Assistant Professor in Geological Sciences with a primary appointment also in Marine Sciences. Claudia received her PhD from The Massachusetts Institute of Technology majoring in Marine Chemistry. She has been a postdoctoral fellow at the University of Hawaii and later a member of the Graduate Faculty of the Department of Oceanography at the University of Hawaii. So she is one of those who had to take a long path across the Pacific to get here.

-Richard Styles joined us as an Assistant Professor in Geological Sciences. Richard received his PhD from Rutgers University in Physical Oceanography and then after that was a postdoctoral fellow at Rutgers University before coming to USC in January.

-Ralf Gothe as an Associate Professor in the Department of Physics and Astronomy. Ralf received his PhD from the Frederick Wilhelm University of Bonn majoring in Physics. He is a nuclear physicist who has held various positions including doing his habilitation at the University of Bonn and also spending time at MIT. He just came a few weeks ago to join us.

Please join me in welcoming all of these new faculty.

PROVOST ODOM – Welcome. (Clapping) Have I missed anyone? I would like to announce one other appointment. Chris Ebert from the College of Education, Chris if you would stand, is now the Associate Dean in the Graduate School. And, I would like to thank John Winberry for his very fine work in that position for several years. Thank you very much. That is my report but I will be happy to answer questions. (Clapping)

PRESIDENT SORENSEN – Thank you very much Provost Odom. Dean Pastides talked about my academic appointment. I requested an appointment in the Department of Biostatics and Epidemiology. After the meeting Dean Pastides called me and told me that I had been affirmed as a tenured faculty member there by a resounding vote. And I said “What was the vote Harris?” And, he said “Well it was 12 to 12 until the
Department Chairman cast the deciding vote. Final vote 13 to 12.” So Harris thank you very much for that vote of confidence.

I am very excited by the new faculty who are here. I addressed the new faculty at a reception earlier this semester. The quality that you bring, the enthusiasm, the academic pedigrees are most impressive and I am delighted to be beginning with all of you. So thank you very much. If we haven’t had a chance to meet, well I will be announcing a reception in just about two or three minutes, please come up and speak to me. And, there are a couple of you who I think are destined for higher positions if you can call being a president higher. There are two paths to a university presidency. One is by people who at age 11 decide that is what they want to do for the rest of their lives and proceed in an absolutely undeviating path toward it. And, there are other people that wander all over the academic landscape and there are a couple of you that seems to be well on your way toward that kind of checkered career. So I commend you and you all make the University a more exciting place and I am happy to have all of you here. It is just very exciting to be beginning with you.

V. Reports of Committees.
None.

VI. Old Business.
None.

VII. New Business.
None.

VIII. Good of the Order.

PRESIDENT SORENSON – I would like to make one announcement for the Good of the Order and that is I will be hosting a reception in the lobby immediately following this meeting. The Faculty Senate will meet here. I have been asked to request that the Faculty Senators remain in the auditorium for their meeting at which Professor Rob Wilcox will preside as Chair of the Faculty Senate. He is a professor in our Law School. And Rob, if you would like to have me come back to speak to any issue for the Faculty Senate, I would be delighted to do so. I will be in the lobby easily….

CHAIR WILCOX – We will let you go the reception.

PRESIDENT SORENSEN – Okay, thank you very much.

IX. Adjournment

PRESIDENT SORENSEN – I would like to entertain a motion for adjournment. Second? All in favor say aye. Opposed. See you in the lobby. Thank you all very much.