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University of South Carolina
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

November 19, 2010

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met on Friday, November 19, 2010, in the 1600 Hampton Street Board Room at 11:10 a.m.

Members present were: Mr. William W. Jones, Jr., Chairman; Mr. W. Lee Bussell, Sr.; Mr. Mark W. Buyck, Jr.; Mr. William C. Hubbard; Dr. C. Dorn Smith, III; Mr. Charles H. Williams; Mr. Miles Loadholt, Board Chairman; and Mr. Eugene P. Warr, Jr., Board Vice Chairman. Mr. Greg Gregory and Mr. Thad H. Westbrook were not present.

Other Board members present were: Mr. Chuck Allen; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. John C. von Lehe, Jr.; and Mr. Mack I. Whittle, Jr.

Faculty Liaison Committee representatives present were: Dr. Patrick D. Nolan, Chair of the Faculty Senate; Dr. Allen Dennis, USC Aiken, Senior Campuses Representative; and Dr. Stephen Bishoff, USC Sumter, Regional Campuses Representative. Members absent were: Dr. Kevin J. Bennett, Chair of the Faculty Welfare Committee and Dr. Harold Friedman, Chair of the Faculty Advisory Committee.

Others present were: President Harris Pastides; Secretary Thomas L. Stepp; Vice President for Academic Affairs and Provost Michael D. Amiridis; Vice President for Finance and Planning William T. Moore; Vice President for Information Technology and Chief Information Officer William F. Hogue; Vice President for Research and Graduate Education Stephen Kresovich; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Vice President of Development and Alumni Relations Michelle D. Dodenhoff; General Counsel Walter (Terry) H. Parham; Special Assistant to the President J. Cantey Heath, Jr.; Senior Vice Provost Christine W. Curtis; Vice President for Medical Affairs Donald J. DiPette; Dean of the College of Arts and Sciences Mary Ann Fitzpatrick; Dean of the Arnold School of Public Health Thomas Chandler; Assistant Dean for Undergraduate Studies in Humanities Arts, and Social Sciences, College of Arts and Sciences, Mary Ann Byrnes; Associate Vice President for Academic Affairs, USC Beaufort, Martha A. Moriarty; Associate Vice President for Student Affairs Gene Luna; Associate Vice President for Student Affairs, Student Life and Development, Jerry T. Brewer; Executive Associate Dean of the Arnold School of Public Health Cheryl Addy; Instructor, USC Beaufort School of Nursing, Mary Ann Jarmulowicz; Director of Academic Programs Kristia H. Finnigan; Director of Student Health Services Deborah Beck; Special Assistant to the President and Director of Athletics John D. Gregory; Director of Governmental and

Community Relations and Legislative Liaison Shirley D. Mills; Director of Governmental Affairs and Legislative Liaison Casey Martin; Past Chair of the Board of the College of Charleston Marie Land; Secretary of the Board of Trustees, College of Charleston, Nancy Kassebaum; Director of the Office of Media Relations, Division of University Advancement, Margaret Lamb; University Technology Services Production Manager, Justin Johnson; Board staff members Terri Saxon, Vera Stone, and Karen Tweedy; and a member of the press.

Chairman Jones called the meeting to order and invited those Board members present to introduce themselves. Mrs. Lamb introduced a member of the press who was in attendance.

Chairman Jones stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been e-mailed to the Committee; and a quorum was present to conduct business.

Chairman Jones stated that there were personnel matters dealing with recommendations for honorary faculty titles and honorary degree nominations as well as a contractual matter which were appropriate for discussion in Executive Session.

Chairman Jones called for a motion to enter Executive Session. Dr. Smith so moved and Mr. Bussell seconded the motion. The vote was taken, and the motion carried.

The following individuals were invited to remain: Dr. Pastides, Secretary Stepp, Dr. Amiridis, Dr. Moore, Dr. Hogue, Dr. Pruitt, Dr. Kresovich, Ms. Dodenhoff, Mr. Heath, Mr. Parham, Dr. Curtis, Mr. Gregory, Ms. Mills, Mrs. Martin, Mrs. Lamb, Mrs. Saxon, Ms. Stone, and Mrs. Tweedy.

Return to Open Session

I. Faculty Retention and Replenishment: Chairman Jones called on Provost Amiridis who summarized two faculty initiatives which had been launched in the last two weeks on the Columbia campus: the Faculty Retention Initiative and the Faculty Replenishment Initiative. The motivation, he stressed, was based on his belief that the quality of an institution was represented by the quality of its faculty.

The objective of the first initiative was to retain the top performing faculty in teaching and scholarship, research and creative activities through modest "pay for performance" salary increases to be initiated in the next month. "We thought that it was important to send a signal to the most productive faculty to say that we really appreciate what you are doing, we want to thank you for your work and here is a small token even in this most difficult of fiscal times."

The Faculty Replenishment Initiative involved a hiring plan for the entire University. A request for proposals to hire 27 new faculty members had been circulated to the different colleges and departments: 15 single hires and 4 clusters of 3 individuals in each cluster. The majority of the faculty members being targeted will be senior faculty members (advanced associate professors or, most likely, full professors). Provost Amiridis anticipated 150-200 requests.

Hiring criteria will be based on 2 aspects: need (especially for instructional emphasis on teaching, mentoring of students and mentoring of faculty members) and strength (building areas of excellence such as the International Business program or the Integrated Energy Initiative).

Why the preference toward senior faculty members? Provost Amiridis explained that the University had hired quite a large number of junior faculty members during the past several years. One senior faculty member in a department would provide the needed leadership, mentoring and support for junior faculty. "At the same time by bringing in senior faculty members in any of the disciplines you can have a transformational leap in terms of reputation and in terms of how the rest of academia is looking at you."

Why the four clusters of three? The FEI Program (Faculty Excellence Initiative Program) introduced by the previous administration was a very successful program totally based on clusters. Many of those clusters established at that time were very successful; having 4 additional clusters would allow the University to build on strength.

Program success will be measured on two levels: (1) the ability to fill the 27 positions in a short period of time; and, (2) measuring their impact on the unit in approximately 2-3 years (for example, improved unit reputation; junior faculty retention; improved unit teaching skills; improved research productivity of the unit).

President Pastides explained that he wanted the Board to be briefed on this topic in case individuals from the outside community questioned this tactic. He pointed out that the University's student/faculty ratio had increased because of retirements, lack of

funds to hire and ever-increasing entering freshman classes. It was imperative that the University replace faculty in the high enrollment and popularity areas. He further stressed the importance of Board members speaking with legislators and other members of the community about serving more South Carolinians. "We need teachers to be able to serve the students."

II. Law School Update: Chairman Jones called on Provost Amiridis who reported on the progress of addressing various issues raised by the Blue Ribbon Panel, a group of individuals who had been commissioned to review the University of South Carolina School of Law.

Following this committee's discussion regarding the Faculty Governance issue in the report, Provost Amiridis had met with the chair of the Law School Executive Committee (representative body of the Law School faculty) and Dean Pratt. In response, Provost Amiridis had initiated a letter to the faculty requesting a draft of a new set of bylaws by December 31st of this year; a final set of bylaws must be approved by January 31st prior to beginning the process of interviewing candidates for the position of Law School dean. He emphasized that these bylaws must be consistent with the University's Faculty Manual.

Another area of concern involved the vision and the strategic plan of the Law School. Provost Amiridis advised that the faculty wanted to begin the process of formulating a strategic plan before a new dean was hired. However, it was equally important that the incoming dean had the ability to shape it in its final form.

Currently, the faculty had begun the process of collecting data toward the development of a strategic plan. In addition, external assistance will most likely be sought. A deadline of January 31st had been established for completion of this first phase to include a benchmarking component and general principles to share with dean candidates.

Discussion ensued about the various facets of the Blue Ribbon Panel report as well as the dean search process and the nature of the role of the Board of Trustees. Chairman Jones noted that he was very pleased with the response from the administration. He believed that they were headed in the right direction. "I think we have a lot of bright trained legal minds around the table who can be of benefit to the administration from an advisory standpoint. The Lawyers Committee is going to be as reasonably active as appropriate and we will report to the full Board every time we have a meeting as to the progress that we have made."

III. Terminations: Master of Science in Public Health degree with a major in Environmental Health Sciences, USC Columbia: Chairman Jones called on Provost Amiridis who explained that the Arnold School of Public Health was requesting this termination because of declining program enrollments primarily due to the rigid curriculum structure in its three areas of concentration. Already in existence was an

MS degree in Environmental Health Sciences that offered students more curricular flexibility.

Mr. Bussell moved approval to terminate the Master of Science in Public Health degree with a major in Environmental Health Sciences at USC Columbia as presented.

Mr. Hubbard seconded the motion. The vote was taken and the motion carried.

IV. Name Change: Master of Industrial Statistics, change to Master of Applied Statistics, USC Columbia: Provost Amiridis stated that this name change request would involve a reduction of credit hours from 36 to 30 because of a change in the field. Initially, the program had focused on industrial applications to satisfy the needs of statisticians working in industry. Over time, student interest and the discipline on a national level had changed and currently included - in addition to industrial applications - statistical applications in business, government, education and many other fields; therefore, the name change reflected the program mission, curriculum and current expertise of the faculty. It was also believed that this name change would more clearly indicate the exact nature of the program to potential students.

Dr. Smith moved approval to change the name of the Master of Industrial Statistics to Master of Applied Statistics, USC Columbia. Mr. Buyck seconded the motion. The vote was taken and the motion carried.

V. New Certificate: Undergraduate Certificate in Gerontological Nursing, USC Beaufort: Provost Amiridis explained that this certificate was in conjunction with the RN/BSN Nursing degree at USC Beaufort. Nearly 20 percent of the Beaufort County population was 65 years of age or older. Students in the program must also be enrolled in the Bachelor of Science in Nursing or the Registered Nursing degree; therefore, it was considered an additional specialization within the broader Nursing program as well as an opportunity to be more competitive in the workforce.

Dr. Smith moved approval of this USC Beaufort certificate program as presented. Mr. Williams seconded the motion. The vote was taken and the motion carried.

VI. USC Beaufort Faculty Manual Changes: Provost Amiridis presented for consideration various USC Beaufort *Faculty Manual* changes. He characterized them as non substantive in scope, but rather necessary periodic updates to maintain accuracy.

Mr. Bussell moved approval of the USC Beaufort *Faculty Manual* changes as presented. Mr. Buyck seconded the motion. The vote was taken and the motion carried.

Since there were no other matters to come before the Committee, Chairman Jones declared the meeting adjourned at 12:25 p.m.

Respectfully submitted,

Thomas L. Stepp
Secretary